E/1995/34

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Executive Board of the United Nations Development Programme/ United Nations Population Fund

Report of the Executive Board on its work during 1995

Economic and Social Council

Official Records, 1995
Supplement No.14

E/1995/34

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NOTE

Symbols of United Nations documents are composed of capital letters combined with figures.

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Part one

FIRST REGULAR SESSION

Held at United Nations Headquarters from 10 to 13 January 1995

I. ORGANIZATIONAL MATTERS

1. The Acting President, Mr. Carlos Sersale di Cerisano, paid tribute to the President of the Executive Board for 1994, Ambassador Ansari (India), who had already left New York for a new assignment, and outlined the main results of the work of the Board and its Bureau in 1994.

2. The Executive Board elected, by acclamation, the following Bureau for 1995:

President	H.E. Mr. Zbigniew Maria WLOSOWICZ (Poland)
Vice-President	H.E. Mr. Ahmed SNOUSSI (Morocco)
Vice-President	Mr. R. Carlos SERSALE di CERISANO (Argentina)
Vice-President	Mr. Hong Jae IM (Republic of Korea)
Vice-President	Ms. Anne-Birgitte ALBRECTSEN (Denmark)

3. The newly elected President of the Executive Board for 1995, Ambassador Wlosowicz, made reference to the important task the Executive Board had on its agenda for 1995: to conclude the ongoing deliberations regarding distribution of resources for the next programming cycle. The President expressed his commitment to a successful outcome of the work of the Executive Board in 1995.

4. The Administrator said that a revitalization of the United Nations in the economic and social spheres should be the outcome of 1995, a historic year for the United Nations. UNDP faced a huge challenge in the revitalization of its resource mobilization, which was linked to the agreement on the successor arrangements for the new programming period. However, there were many other important issues on the agenda for the year. The Administrator was impressed with the progress the Executive Board had made so far in improving its working methods.

5. The Executive Director of UNFPA said that the first meeting of the Executive Board in 1995 held special significance for UNFPA in that it began the dialogue on the programme priorities and future directions of UNFPA in light of the outcome of the International Conference on Population and Development (ICPD). She looked forward to a more extensive dialogue on UNFPA matters during the coming year and suggested several ways in which the Board might wish to enhance the profile of UNFPA within the Board.

6. The Executive Board adopted the following agenda for its first regular session 1995, as contained in document DP/1995/L.1:

Item 1: Organizational matters
Item 2: Matters relating to the programming cycles
Item 3: Country programmes and related matters
Item 4: United Nations Office for Project Services
Item 5: Follow-up to the International Conference on Population and Development
Item 6: UNDP/UNFPA financial, budgetary and administrative matters
Item 7: Proposal to relocate the headquarters of the United Nations Volunteers programme from Geneva to Bonn
Item 8: United Nations Sudano-Sahelian Office
Item 9: Other matters

7. The Executive Board agreed to the work plan contained in document DP/1995/L.1.

8. The Executive Board approved the report of the third regular session 1994 (DP/1995/2).

Functioning of the Executive Board Secretariat

9. Based on several proposals made by the Executive Director of UNFPA in her opening statement on 10 January 1995, the representative of the United Kingdom presented a draft decision on the functioning of the Executive Board secretariat. It was pointed out in the introduction that the draft decision contained practical steps that the Board could take in order to enhance the profile of UNFPA within the Board and in order to enhance further the already excellent collaboration between UNDP and UNFPA in the workings of the Board.

10. One delegation suggested that UNFPA should be encouraged to provide its own Secretary of the Executive Board for the UNFPA segments of the Board. Several delegations emphasized that the draft decision, if adopted, should be without prejudice to the decision to be adopted at the substantive session of the Economic and Social Council 1995.

11. The Executive Board adopted the following decision:

95/5. Functioning of the Executive Board secretariat of the United Nations Development Programme and of the United Nations Population Fund

The Executive Board

1. Decides that the United Nations Population Fund segment of the Executive Board shall normally take place at the beginning or end of regular and annual sessions, bearing in mind the need for a more coordinated approach to the discussion of country programme;

2. Decides further that all Executive Board documentation should clearly indicate whether it relates to the United Nations Development Programme or to the United Nations Population Fund segments;

3. Requests the Administrator of the United Nations Development Programme and the Executive Director of the United Nations Population Fund to enhance further the collaboration between their organizations in the secretariat of the Executive Board and to consider appointing a staff member of the United Nations Population Fund to the Executive Board secretariat at an appropriate level;

4. Requests further the Administrator of the United Nations Development Programme and the Executive Director of the United Nations Population Fund to consider ways of strengthening their cooperation in matters relating to the functioning of the Executive Board.

13 January 1995

12. The Executive Director of UNFPA thanked the Executive Board for its adoption of the decision, which had been proposed in order to increase the visibility and identity of UNFPA, and expressed the hope that it would do so.

Future sessions

13. In his introduction to the discussion of future sessions, the Secretary of the Executive Board made reference to a proposal made by one delegation that members could informally, but in writing, let the secretariat know of any

specific questions they might have on the documentation prepared for a particular session. That would enable the secretariat to answer those questions in the introductory statements to the various items. In some cases it would also make it possible for the secretariat to provide the answers in writing.

14. The Executive Board agreed to the following schedule of future sessions in New York in 1995, subject to the approval of the Committee on Conferences:

Second regular session 1995:	3-7 April 1995
Annual session 1995:	5-16 June 1995
Third regular session 1995:	28 August-1 September 1995

15. Several delegations expressed the wish that the first regular session 1996 be held from 16 to 19 January 1996.

16. The Secretary of the Executive Board mentioned that the annual session 1996, in order to avoid overlap with the Second United Nations Conference on Human Settlements (Habitat II), might be scheduled from 20 to 31 May 1996.

17. One member suggested that sessions opening on a Monday should not begin before the afternoon. Another delegation suggested that in such cases the opening meeting could be held in the morning but be opened a little later than 10 a.m. The President suggested that discussion of the matter could be continued at the second regular session 1995. Before that, the Bureau of the Executive Board would discuss the issue.

18. The Executive Board agreed to the subjects to be discussed at its 1995 sessions as listed in the annex to the overview decision 95/7.

II. MATTERS RELATING TO THE PROGRAMMING CYCLES

Framework for the next programming period

19. The Assistant Administrator and Director, Bureau for Resources and External Affairs, introduced the report (DP/1995/3), noting the useful discussions that had already taken place in informal sessions. Given these earlier reviews, the Assistant Administrator did not make a formal introduction to the report but did recall that it was the third in what would ultimately be a series of five papers leading to the establishment of the framework at the annual session 1995. To enable the secretariat to advance the process of preparations for the second regular session, he suggested that

discussions focus on some fundamental issues: the three-year rolling resource planning scheme; the format for resource allocations proposed in table II of the report; and preliminary views on the relative percentage shares to be assigned to the various categories.

20. During the ensuing discussions, the Administrator addressed the Executive Board. He noted that deliberations on the next programming framework were focusing on the allocation of UNDP resources for maximum impact in programme countries, but hoped that they would also examine how the framework could be adjusted to ensure optimal use of constrained resources. In particular, he asked donor delegations to indicate what features of a new framework would sustain and encourage their contributions to UNDP. He pointed out that while the report contained proposals for consideration, it did not explicitly set out quantified recommendations. The latter could emerge more clearly once delegations had expressed their views. He stressed that maintaining the status quo would neither maximize the use of existing resources nor attract new funding and, therefore, the process would have to generate some major changes to help revitalize both UNDP and the United Nations system.

21. Over thirty delegations commented on the main issues identified as well as on other related points. Many speakers praised the work that had gone into the report and recognized that the more complex and difficult content demanded in-depth and extended review.

22. The first part of the discussions focused on the three-year rolling planning scheme. Many representatives expressed considerable support for the proposal, reiterating the advantages of the scheme as set out in the report. At the same time, many speakers commented favorably on the elaboration of the country-level programming process that had been postulated, including the UNDP cooperation framework and the resource mobilization target and target for resource assignments from core (TRAC) concepts. The Director of the Division for Resource Planning and Coordination clarified a number of specific queries on the rolling scheme and its links with the evolving programming process.

23. Several speakers noted that the ultimate success of the scheme depended on the ability of donors to make multi-year pledges or commitments and requested more information on that possibility. One delegation questioned the necessity of the new terminology and some speakers urged a gradual approach to avoid burdening programme countries and country offices, with those, as well as with other recently introduced programming changes. One delegation preferred a three-year programming cycle and also hoped that the effectiveness

of any new planning system could be reviewed in future without prejudice to resource contribution levels. A few delegations expressed strong reservations about the impact a rolling scheme might have on their national planning and programming processes as well as on the level of donor commitments and indicated that they could not support such a proposal.

24. The latter part of the discussion focused mainly on the format for resource allocations shown in table II. While there was general support for the three broad allocation categories, many speakers also requested further explanation of the rationale behind the categorization and the individual lines. A number of delegations expressed strong interest in further elaboration of options for flexible resource allocation and management. A few speakers suggested that the allocation format be more closely linked to the goals and focus areas identified in decisions 94/14 and 94/17 although others noted that thematic-based allocations might pose practical programming difficulties. In responding to the various comments, the Director of the Division of Resources Planning and Coordination confirmed that the goals and focus areas identified for UNDP indeed constituted the linchpin of the proposed programming framework and resource allocation format. The secretariat would provide further clarification on those aspects in succeeding reports.

25. It was generally agreed that it was premature to discuss the relative percentage allocation of resources among categories. Many speakers did, however, support the proposals made in the report to increase the share of resources allocated to intercountry programmes (covering global, regional and interregional activities) and Special Programme Resources (SPRs). Some delegations suggested that the determination of allocations for those purposes should include a review of recent experience and performance, as captured in available evaluations. Several emphasized that reallocations should not jeopardize the support available to programmes at the country level. In responding to questions, the secretariat agreed to provide more specific information on proposed allocations in preparation for discussions at the second regular session. To enhance understanding of the issues, the secretariat was also requested to prepare a glossary of basic terminology and concepts in the form of a brief user's guide and to use appropriate audio-visual displays.

26. The Executive Board took note of document DP/1995/3 and recognized that deliberations were still inconclusive. In summary, it was agreed that it would be useful to hold further informal consultations in order to arrive at some common conceptions about the requirements for the report that was to be prepared for the second regular session of the Board in April 1995 and also to

obtain further clarification from the secretariat on various points raised during the present discussion. It was suggested that the consultations and the report cover, inter alia, the following:

(a) An expanded explanation of the operation of the three-year rolling resource planning scheme and its relation to programming processes at the country level, including the content and proposed structure of the UNDP cooperation framework;

(b) The focus and content of activities financed by non-core resources;

(c) The development of initiatives for change as they would be applied in the next programming framework, as requested in decisions 94/14 and 94/17;

(d) A further elaboration of the structure for resource allocations covering the proposed content and focus of country, intercountry and SPR programmes and the programme development and technical services categories. This will be done in light of the initiatives for change, and taking into account an overview of accomplishments and experiences with these activities. For intercountry programmes in particular, it will include an examination of how national ownership can be enhanced;

(e) In the context of the above, an assessment of the implications of these changes on future monitoring and evaluation mechanisms;

(f) Proposals for earmarking resources in order to obtain a higher degree of flexibility in resource assignments and management, including options for accessing these resources;

(g) Preliminary presentation of alternate resource distribution scenarios covering primary and supplementary criteria and weights as well as alternate graduation thresholds, including an outline of the resultant distribution by regions/subregions and country categories (e.g., least developed countries, low-income countries, etc.).

27. The secretariat agreed that the report for the second regular session 1995 would consider the full range of interventions made on the item and be finalized after obtaining additional guidance from an early consultation with the Executive Board. As the current schedule called for the document to reach the United Nations by 14 February 1995, the Board agreed to an exceptional one-week delay in the submission should it prove necessary.

Haiti development needs and activities

29. The Assistant Administrator and Director, Regional Bureau for Latin America and the Carribbean, presented the report (DP/1995/11) and stressed that of the $32.685 million available indicative planning figure (IPF) for the fifth cycle, UNDP had spent $11.682 million and had committed $7.418 million to date. He also mentioned that the country programme for the remaining two years of the fifth cycle was being finalized by the Government and UNDP, and included three areas of concentration: consolidation of democracy; reduction of poverty; and regeneration of the environment. There was a strong need for additional resources to support the democratic Government in those three areas, where UNDP had demonstrated comparative advantages.

29. The secretariat informed the Executive Board that the restoration of Haiti's fifth cycle IPF could be accommodated by UNDP without affecting any country, regional or global programme.

30. Most delegations supported the proposal of the Administrator to restore the IPF to the original level established in decision 90/34, which would result in an increase of $11.303 million. Nevertheless, a few delegations expressed concern with respect to the absorptive capacity and stressed that the Executive Board should closely monitor the implementation of Haiti's programme. One delegation, while supporting the proposal, emphasized that UNDP should concentrate on development rather than humanitarian activities. Several delegations requested UNDP to prepare a paper defining general criteria to deal with situations similar to that of Haiti.

31. In response, UNDP informed the Executive Board that efforts had already been started, together with other donors and agencies, to strengthen the capacity of the Government to manage and absorb external technical cooperation, mainly through a decentralization strategy and the establishment of coordination mechanisms for the various development agents working at the local level.

32. The Executive Board adopted the following decision:

95/4. Haiti's development needs and activities

The Executive Board

1. Decides to restore, on an exceptional and one-time basis, the fifth cycle indicative planning figure for Haiti to the level established under decision 90/34, an increase of $11,303,000;

2. Decides further to release fifty per cent of this funding immediately and to release the remainder following further discussion of the issue at its third regular session 1995 on the basis of a progress report by the Administrator on the use of all available resources of the United Nations Development Programme;

3. Requests the Administrator, in the context of the work on the successor arrangements to the fifth programming cycle, to make proposals on how to enhance the capacity of UNDP to respond financially to exceptional and emergency situations.

13 January 1995

III. COUNTRY PROGRAMMES AND RELATED MATTERS

First country programme for the Czech Republic (DP/CP/CEH/1)

33. The broad areas of concentration of the programme were: restructuring of the economy, investment promotion and support for the private sector; management development, training and human resource development; and environmental management.

34. The Permanent Representative of the Czech Republic commented on the developmental plans of his country and highlighted the valuable contribution of UNDP to their national efforts, especially in the context of the transition process of the national economy. He said that his country was committed to cooperating with UNDP in as broad a framework as possible, including the achievement and raising of its profile as a donor and in sharing its experiences with developing countries. The Representative highlighted the offer made to UNDP for the possible establishment of a regional programme management office in Prague. Finally, he informed the Executive Board that a corrigendum would be issued, containing information inadvertently omitted from the country programme document.

35. Several delegations expressed their satisfaction with the general thrust of the document and with the areas of concentration. Some delegations sought clarification on a number of issues, including the question of the level of national execution, the mechanisms to share the experiences of the Czech Republic through UNDP, and the frequency and modality of programme monitoring by UNDP.

36. The Director of the Regional Directorate for Europe and the Commonwealth of Independent States provided detailed answers, noting that the low level of staff of the Directorate allowed for the scheduling of only one formal monitoring visit per year but that other project-related missions would take place with more frequency. He also pointed out that agency implementation and execution had been retained in view of the very good experience with ongoing projects and that the agencies utilized mostly the available national capacity for their project inputs. With respect to utilizing UNDP as a vehicle to share the experience of the Czech Republic, he invited a more active use of technical cooperation among developing countries (TCDC) programmes involving countries of the European region. The Representative of the Czech Republic seconded the comments of the Regional Director.

37. The Executive Board approved the first country programme for the Czech Republic (DP/CP/CEH/1 and Corr.1).

Field visits

38. Introducing the draft revised terms of reference for field visits, the Assistant Administrator and Director, Bureau for Resources and External Affairs, stated that the changes proposed were either purely editorial, taking into account the recent change transformation of the Governing Council into the Executive Board, or tended to respond to some practical considerations. He also informed the Board that for practical purposes the first field visit in 1995 to Colombia and Nicaragua was being organized in accordance with the current practice. It was also proposed that up to four more countries, two in Europe and two in Africa, be visited during the month of August 1995.

39. The Executive Board took note of the plans for field visits to be organized in 1995 and of the draft revised terms of reference for field visits contained in document DP/1995/5 and the comments made thereon.

40. The Executive Board decided to review further the terms of reference for field visits at its second regular session 1995.

IV. UNITED NATIONS OFFICE FOR PROJECT SERVICES

41. The Administrator and the Executive Director introduced their reports on the scope and objectives for the United Nations Office for Project Services (UNOPS) and the role and functions of the Management Coordination Committee and the Users Advisory Group vis-à-vis the Executive Board (DP/1995/6), and on the financial regulations governing the operations of UNOPS (DP/1995/7 and Add.1). The Administrator emphasized that the reports reflected a broad consensus of the Office of the Secretary-General, the United Nations Office of Legal Affairs, the Department of Administration and Management, the Department for Development Support and Management Services, the United Nations Development Programme, and the Office for Project Services itself. He noted that they had also been endorsed by the Management Coordination Committee. The Administrator considered that the reports provided a basis for the successful operation of UNOPS as a separate and identifiable entity without creating a new agency. He urged the Board to approve the proposals.

42. The Executive Director reported that the Management Coordination Committee had been formally constituted by the Secretary-General through the issuance of appointment letters to each of the three members, and outlined the steps that had been taken for UNOPS to begin provisional operations since the beginning of the year. He noted that the report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) (DP/1995/13) was largely supportive and provided useful observations; he appreciated the willingness of the Advisory Committee to revert as necessary in light of actual experience gained in the application of the regulations.

43. Delegations expressed general satisfaction with the appreciation for the reports presented by the Administrator and Executive Director. Some delegations referred to the ACABQ report on the financial regulations governing the operations of UNOPS (DP/1995/13) and urged UNOPS to take the observations of ACABQ into account. The matter was addressed by the inclusion in Executive Board decision 95/1 of a paragraph requesting that the financial regulations be kept under review, and that the results of the review be reported to the Board at its annual session 1995.

44. Based on the agreed amendments of the draft decision, the Executive Board adopted the following decision:

95/1. United Nations Office for Project Services

The Executive Board

1. Takes note of the report of the Administrator and the Executive Director on Financial Regulations governing the operations of the United Nations Office for Project Services (DP/1995/7) and approves such regulations as contained in document DP/1995/7/Add.1 as an annex to the United Nations Development Programme Financial Rules and Regulations;

2. Takes note of the report of the Adminstrator and the Executive Director on the scope and objectives for the United Nations Office for Project Services and the role and functions of the Management Coordination Committee and the Users Advisory Group vis-à-vis the Executive Board (DP/1995/6) and, in this context, recalls that the United Nations Office for Project Services will not become a new agency;

3. Endorses the recommendation that the Management Coordination Committee will provide operational guidance and management direction to the United Nations Office for Project Services to ensure implementation of decisions of the Executive Board, and that the functions of the Management Coordination Committee shall include supervision of the Financial Rules and of the annual programme and budget of the United Nations Office for Project Services, bearing in mind the role and responsibilities of the Board in this matter;

4. Endorses further the role of the Users Advisory Group as defined in documents DP/1994/62/Add.1 and DP/1995/6;

5. Notes that both the Management Coordination Committee and the United Nations Office for Project Services will give due consideration to recommendations emanating from the United Nations Office for Project Services Users Advisory Group;

6. Notes further that the Executive Director of the United Nations Office for Project Services will report to the Secretary-General and the Executive Board through the Management Coordination Committee;

7. Decides that the United Nations Office for Project Services operational reserve shall be initially established at a level equal to 20 per

cent of the annual administrative budget of the United Nations Office for Project Services, rounded to the nearest hundred thousand dollars;

8. Requests the Management Coordination Committee and the Executive Director of the United Nations Office for Project Services to keep the Financial Regulations and Rules under review, taking into account the experience of their operation and the observations of the Advisory Committee on Administrative and Budgetary Questions contained in document DP/1995/13 and requests the Executive Director of the United Nations Office for Project Services to report to the Executive Board on the outcome of this review at its annual session 1995.

10 January 1995

V. PROGRAMME PRIORITIES AND FUTURE DIRECTION OF UNFPA IN LIGHT OF THE INTERNATIONAL CONFERENCE ON POPULATION AND DEVELOPMENT

45. In her introduction to agenda item 5, the Executive Director noted that UNFPA would focus on the population package detailed in chapter 13, paragraph 13.14, of the ICPD Programme of Action and would work closely with its United Nations partners in operationalizing the different components of the package. UNFPA would thus make every effort to build on and expand the excellent collaboration and coordination among United Nations organizations and agencies that had taken place during the Cairo process. She said that the resident coordinator system and the country strategy note would greatly facilitate the implementation of an integrated approach to population and development. The first meeting of an Inter-Agency Task Force on the Implementation of the ICPD Programme of Action, which was held on 13 December 1994, had underscored the importance of coordination among the United Nations system partners at the country level. The Inter-Agency Task Force had formed four working groups to facilitate such coordination.

46. UNFPA was in the process of reviewing all of its country programmes. Moreover, immediately after the Cairo Conference, the Fund had organized regional consultations for the Africa, Arab States, Asia and Pacific, and Latin American and Caribbean regions. A European consultation was scheduled for March 1995. In addition, the Fund had convened an expert group meeting on reproductive health and family planning in December to define the basic components and scope of reproductive health care. UNFPA had also established an NGO Advisory Panel which would meet periodically, beginning in April 1995. In addition, a special unit (called the Task Force on ICPD Implementation) had

been established within UNFPA to plan and support the organization of ICPD follow-up at various levels.

47. The Executive Director reiterated that UNFPA had to strengthen its field capacity considerably in order to implement successfully the population package of the ICPD Programme of Action. That would involve a significant increase in financial resources. UNFPA intended to revise its current system of resource allocation, using the implementation of ICPD goals as a basis for determining programme support.

48. In closing, the Executive Director noted that document DP/1995/8 was an interim report, aimed at bringing to the attention of Executive Board members the initial steps the Fund had taken to rethink and reorient its policy and programming approaches in light of the Cairo Conference. She looked forward to the reactions and advice of the Board members.

49. A total of 24 delegations took the floor during the discussion. Many noted the preliminary and broad nature of the analysis contained in document DP/1995/8 and looked forward to the more comprehensive report that UNFPA would be submitting to the Executive Board at its annual session in June 1995. Most delegations noted that the document provided a useful basis for discussion of important policy and programme issues concerning the role of UNFPA in the implementation of the ICPD Programme of Action.

50. Many delegations noted the need to specify the role of UNFPA in the implementation of the Programme of Action as well as to identify the Fund's comparative advantage in the field of population and development, in particular in the areas of gender and of population and sustainable development. Several noted in that regard that the elaboration of such a role must be part of the system-wide effort to clarify the division of labour among the various agencies and organizations of the United Nations development system.

51. Several delegations suggested that UNFPA should critically review its present programme in light of the recommendations of the Programme of Action: which areas should be strengthened and which could possibly be phased out; which strategies needed to be changed; which elements of the Programme of Action could UNFPA effectively carry out and what activities should other agencies focus on. One delegation noted that UNFPA did not have the technical capacity to be the main actor in the area of reproductive health. The Fund should therefore look to the World Health Organization (WHO), the United Nations Children's Fund (UNICEF) and the World Bank for collaboration in that area. Another recommended that the Fund should give priority to efforts to

develop further the concept of reproductive rights and to make it operational. A third delegation noted that UNFPA should focus on the needs of rural women, including recent migrants to urban areas since they were in a particularly vulnerable position.

52. Delegations generally supported the UNFPA proposal to adopt a thematic, rather than sectoral, approach to help focus its assistance, although some expressed concerns and reservations. Many delegations, for example, felt that the three major themes mentioned in paragraph 10 of document DP/1995/8 were too broad and too general and asked that UNFPA provide information in its next report on specific activities that UNFPA would support. To one delegation, the second and third themes - gender, population and development; and population and sustainable development - seemed to be dimensions of development rather than programme themes. She expressed doubts whether those themes were in fact the best categories for UNFPA to base its work on. Another suggested five different categories for consideration: (a) assessment of needs/demands in the area of reproductive health; (b) awareness creation, at both the political and individual levels; (c) service delivery in the field of reproductive and sexual health; (d) data collection, analysis and dissemination; and (e) cooperation and coordination with non-governmental organizations (NGOs). She said that gender issues and achieving sustainable development should be overriding themes in all five areas. One delegation said the categories should be expanded to include the imperative of strengthening the functions of the family. Another asked if UNFPA had sought the opinion of the specialized agencies on the themes chosen.

53. Several delegations suggested that the sectoral approach should not be fully set aside. They worried that the considerable success UNFPA had had in some of those areas might be lost in the shift to a thematic approach. One asked how UNFPA planned to phase out the existing country programmes that had been based on the sectoral approach.

54. Other delegations raised issues about specific themes. One said reproductive health policies were inseparable from broader health issues. Such policies would succeed only if they were made an integral part of wider education and information policies. He stressed that reproductive health policy had to be directed at women of all ages and not just at those of child-bearing age. One delegation noted that UNFPA should maintain as its primary focus the provision of safe and effective family planning services. He said that the Fund's highest priority for new initiatives should be to introduce integrated reproductive health care measures to promote safe motherhood and prevent the spread of sexually transmitted diseases, including HIV/AIDS.

Another acknowledged that reproductive health was important but stressed that the traditional family planning approach was also important and thus should be continued in future.

55. Numerous delegations underscored the emphasis in paragraph 7 of document DP/1995/8 on the need to base population programmes on individual needs rather than on demographic targets. One delegation noted in that context that it would be interesting to see if it were possible to develop a new concept of unmet needs based on demand instead of supply. Several delegations, however, suggested that demographic targets should not be totally ignored. One said that reasonable and feasible demographic targets would help some countries achieve their population goals. Another said that many developing countries still faced difficulties in meeting individual needs mainly because of the scarcity of financial resources. A third said that such needs could not be separated from the need to maintain a harmonious and prosperous family. All three emphasized the need to respect the national sovereignty and religious and cultural sensitivities of each country.

56. Numerous delegations emphasized the importance of collaboration and coordination, both within the United Nations system and with other actors in the population and development field. Many wanted to see a clear and appropriate division of labour among the different United Nations agencies and organizations involved, primarily to avoid fragmentation and overlap in programmes. One called for more concrete proposals for enhancing coordination and collaboration, including the possibility of producing more joint reports on collaborative activities. Many wanted to be kept regularly informed about the outcomes of all inter-agency task forces, particularly those working on developing a common framework for the different international conferences on development. One delegation asked what UNFPA foresaw as the focus of its collaboration with other United Nations organizations, in particular WHO, UNICEF, UNDP and the World Bank. Another asked how UNFPA planned to make use of a strengthened resident coordinator system and the country strategy note.

57. Concerning collaboration with other actors, one delegation noted that the bulk of activities of the Programme of Action would be financed primarily from non-United Nations sources. It was particularly important, therefore, to improve coordination at the field level with all relevant actors.

58. Several delegations addressed the issue of whether UNFPA should play a leadership role in the implementation of the Programme of Action. One delegation said that it depended primarily on UNFPA's ability to adjust its programme to reflect the broader approach to population and development embodied in the Programme of Action as well as on the success of the Fund's

efforts to improve programme efficiency and interagency coordination. Another said that the emphasis should be on cooperation, not on coordination or leadership: UNFPA was a central actor; but the responsibility for follow up to the ICPD rested with all the organizations that had mandates in areas covered in the Programme of Action. A third stressed the importance of UNFPA as a focal point for the exchange of information with both developed and developing countries.

59. Several delegations referred to paragraph 31 of document DP/1995/8 with regard to UNFPA expenditure patterns and the availability of resources. They wanted to know what measures UNFPA had taken to deal with its recent underexpenditure. One asked for a more comprehensive analysis of a possible mechanism that would ensure a more effective utilization of available resources.

60. One delegation, referring to paragraph 32 of the document, noted the need for an analysis of the necessary institutional changes required to meet the new policy directions of UNFPA. She further asked for an assessment of the financial implications of upgrading the Fund's staffing capacity in the field and of improving the quality of training in reproductive health.

61. A few delegations noted that the report did not pay sufficient attention to the problems and needs of the countries with economies in transition, although the importance of addressing such needs had been explicitly mentioned in both the Programme of Action and General Assembly resolution 49/128. One delegation sought clarification on the point and requested that a clear presentation of UNFPA strategy with regard to countries with economies in transition be provided in its report to the Executive Board at its annual session.

62. The Executive Director thanked delegations for their useful and constructive comments and suggestions. She agreed that the themes mentioned in paragraph 10 of the document had to be developed more fully and in greater detail. She welcomed the suggestion concerning the five alternative categories and agreed that the development of appropriate programme themes needed more thought. She therefore said it would be helpful to have informal consultations with Executive Board members on that and other important issues between then and the Board's annual session in June.

63. She emphasized that UNFPA had had numerous consultations with other United Nations partners on a wide range of issues concerning the Programme of Action, most notably with WHO, UNICEF and the United Nations Population

Division. However, the Fund had not consulted the specialized agencies on the themes mentioned in the report. She stressed that the development of health policy was not part of the UNFPA mandate, nor did the Fund want it to be, since this was the responsibility of WHO. UNFPA would provide inputs within an overall framework developed by WHO.

64. She agreed wholly and fully with delegations that population policy must be based on individual needs and not on demographic targets. That was the message of Cairo. She agreed that demographic policies were the sovereign right of countries but stressed that the implementation of those policies should be in accordance with internationally agreed principles set forth in the Programme of Action, namely that all couples and individuals had the basic right to decide freely and responsibly the number and spacing of their children and to have the information, education and means to do so. She further stressed that the ICPD Programme of Action was clear on the need to ensure not only that people had the right to free and informed choice but also that there was no coercion and that targets and quotas were not used to determine service delivery.

65. She assured delegations that they would be kept apprised of the outcome of all inter-agency task forces. She hoped the common framework would help the various organizations define their comparative advantage and their respective inputs. She reminded delegations that the common framework would have to be applied at the national level, which would ensure that it would be applied in accordance with national prerogatives.

66. She further assured delegations that existing programmes would not be adversely affected by the shift to a thematic approach. UNFPA field offices were already working closely with countries to identify the most effective ways of adapting current programmes to a reproductive health care approach. She reiterated that the major responsibility for implementing the Programme of Action rested with the countries themselves. UNFPA was therefore encouraging countries to examine the Programme of Action and to develop their own national implementation plans accordingly.

67. The Executive Director agreed that the report to be submitted to the Executive Board in June would address the many issues raised in the discussion, including, inter alia, the institutional and financial implications of the new policy directions of UNFPA, the elaboration of a strategy regarding UNFPA assistance to countries with economies in transition, the issues of upgrading and reinforcing field staff, the issue of support for the family, and the issue of focusing UNFPA programme resource allocations in accordance with criteria based on goals set forth in the ICPD Programme of Action.

VI. UNDP/UNFPA FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

A. UNFPA audit reports

68. For consideration of agenda item 6, the Executive Board had before it the UNFPA Financial report and audited financial statements for the biennium ended 31 December 1993 and Report of the Board of Auditors (A/49/5/Add.7) and UNFPA: Audit reports (DP/1994/54).

69. The Deputy Executive Director (Policy and Administration) introduced the audit report. He provided an update on recent measures taken by UNFPA to implement the recommendations of the Board of Auditors, as indicated in document DP/1994/54. He emphasized the commitment of UNFPA to improve its project and programme management, including its efforts to revise the Fund's programme review and strategy development (PRSD) guidelines, issue a comprehensive programme cycle document, formulate new sectoral programme guidelines and expand the UNFPA staff training programme. He noted the positive comments of the Board of Auditors regarding UNFPA current management information systems (MIS) strategy and the procurement of contraceptives and medical equipment.

70. Many delegations thanked the Deputy Executive Director (Policy and Administration) for his concise status report and for the clarity of the UNFPA response to the report of the Board of Auditors, as contained in document DP/1994/54. One delegate welcomed the format of the document, but suggested that, in future, UNFPA could include a timetable for the implementation of the various measures taken.

71. Several delegations focused on the findings of the Board of Auditors in the area of UNFPA project and programme management. Particular attention was given to the timetable and expected results of the revision of UNFPA guidelines to strengthen the PRSD exercises and to implement the programme approach. One delegation inquired about the composition and impact of the newly constituted Project Appraisal Committees (PACs) at the field level. Several delegations also stressed the need to assess better the capacity of executing agencies and to establish performance indicators for individual projects.

72. Several delegations welcomed the expansion of the UNFPA staff training programme and requested details on the scope of those activities. It was suggested that UNFPA also provide training to government officials and executing agencies in order to improve project execution and monitoring, in particular in light of recent changes in UNFPA programme guidelines.

73. One delegation noted with concern that issues raised in the audit report for the 1990-1991 biennium had not been addressed adequately by UNFPA. The delegation inquired about concrete steps taken to improve trust-fund monitoring and requested an update on the status of the UNFPA Policies and Procedures Manual, which was to be issued at year-end 1994. The delegation also voiced concern about the absence of internal audits of UNFPA headquarters. Another delegation noted the qualification of UNFPA financial statements and requested information on the measures taken to improve this situation.

74. The Deputy Executive Director (Policy and Administration) thanked the Executive Board for the positive comments on UNFPA initiatives to implement the audit recommendations. He welcomed the suggestion to include, wherever feasible a timetable in the Administration's comments to future audit reports.

75. In response to comments on training issues, the Deputy Executive Director (Policy and Administration) explained that the expanded staff training programme in 1995 would include a new substantive training course at the regional level for senior national programme officers (NPOs) while continuing the established training programme for new NPOs and UNFPA Country Directors. UNFPA had also increased the number of financial, administrative and computer training courses, with special emphasis on the use of the UNFPA Integrated Field Office System (UNIFOS) for the financial monitoring of projects. The Deputy Executive Director (Policy and Administration) agreed with the usefulness of providing training for government officials and executing agencies. He pointed out that UNFPA did not currently have the resources to implement the proposal but would review the matter further.

76. He noted that UNFPA management shared the concerns of the delegations regarding the qualified audit opinion. He explained that UNFPA had intensified its follow-up to ensure the timely submission of audit certificates and now provided financial support to enable governments and NGOs to hire a commercial audit firm if internal audit capacity was insufficient or lacking. He also confirmed that an internal audit of headquarters would take place in 1995. With regard to the Policies and Procedures Manual (PPM), he stated that the revised draft of the volume on programme procedures had been completed in December 1994. It would be issued after the approval of the new policy guidelines, which were being revised in light of the ICPD Programme of Action. The draft of the volume on administrative procedures was currently under review. On trust-fund monitoring, he highlighted the recently instituted procedures to resolve problems involving financial liabilities under multi-bilateral agreements, but noted the difficulties of coordinating the transfer of funds from the donor government with UNFPA project timetables.

77. With regard to project/programme management, the Deputy Executive Director (Programme) explained that the sectoral programme guidelines were currently in their final draft version and under review by UNFPA management. He emphasized that the new guidelines were designed to increase the use of quantitative and qualitative performance measures, improve implementation rates, and place project activities into a programmatic framework. Concerning the Project Appraisal Committees (PACs), he explained that the PACs at the national level were a component of UNFPA decentralization policy and consisted of representatives from the member agencies of the Joint Consultative Group on Policy (JCGP) and any organization or agency with interest in the proposed project. Although the PACs had been in operation only for about one year, two immediate benefits included the increase in coordination and exchange between United Nations agencies and the better integration of population activities into the development framework.

8. UNDP audit reports: Follow-up to recommendations of the report of the Board of Auditors for the biennium 1992-1993 (DP/1995/10 and Add.1)

78. The Assistant Administrator and Director, Bureau for Finance and Administration, introduced the item. He indicated that UNDP had made considerable progress in addressing the recommendations of the Board of Auditors. Highlighting some of the actions taken, he indicated that the Administrator had placed highest priority on accountability and had established the Standing Committee on Personal Responsibility and Financial Liability to review cases of violations of Financial Regulations and Rules. With regard to the recommendations on procurement, UNDP was taking action to strengthen its procurement procedures, including training. On programme and project management, UNDP was implementing a new policy concept and direction, which included a comprehensive revision of reporting and review procedures and a revised monitoring and evaluation system. UNDP administration and programme activities were being supported by an information systems strategy, for which a framework for its implementation had been developed. Also, UNDP had established a computerized central consultant roster and implemented a property control system.

79. On the three-year plan for the utilization of the Reserve for Field Accommodation, the Assistant Administrator indicated that, after discussing the status of the Reserve with the Board of Auditors, UNDP had decided to dispose of the majority of housing assets and focus the utilization of the Reserve for common premises with JCGP and other United Nations partners. UNDP was currently developing an implement-ation plan for the utilization of the

Reserve over the period of 1994-1996, consisting of (a) the disposal of housing assets in most countries; (b) rehabilitation and maintenance of certain housing operations; (c) discontinuation of the household appliance rental scheme; (d) operation and maintenance of completed common premises; and (e) completion of new common premises under construction. It was estimated that the balance of the Reserve would be reduced to below $10 million by 1996, and its utilization would be minimized by using private sector funding for new common premises.

80. Several delegations expressed their appreciation to the Board of Auditors for their comprehensive report, as well as to UNDP for the actions taken in response to the recommendations of the Board of Auditors.

81. Some delegations commended UNDP for the initiatives taken with regard to financial responsibility and ethics and requested an update on the status. The Assistant Administrator indicated that the Standing Committee was a new oversight mechanism which was being refined on the basis of experience gained and linked with the disciplinary process. He expressed appreciation for the encouragement on the work of the Committee received from the Board of Auditors and the Ad-Hoc Inter-Governmental Group of Experts established pursuant to General Assembly resolution 48/218 A. In response to points made by two delegations, the Assistant Administrator confirmed that UNDP had had regular consultations with the United Nations Secretariat with regard to initiatives on accountability.

82. One delegation requested further details on the expenditures and over-commitment of the Reserve for Field Accommodation. The Assistant Administrator provided the figures requested, indicating that most of the expenditures until 1993 related to housing and common premise operations in six African and two Asian countries while the estimated expenditure for 1994-1996 related to rehabilitation and repairs of existing housing operations.

83. In addressing a concern at the qualification of the audit opinion, the Assistant Administrator, recalling his statement made to the Fifth Committee in that regard, indicated that a global national execution long-term audit plan had been established in agreement with the Board of Auditors to ensure that each project was audited at least once during its lifetime. Audited expenditures for 1992 and 1993 had met and even exceeded the plan. Therefore, UNDP regretted that the Board had maintained the qualification.

84. In response to a question from one delegation with regard to the use of the reserve for transitional measures, the Assistant Administrator explained

that the funds in the reserve would be used for transitional salary costs, training, and systems development. Regarding trust funds in deficit, he indicated that contributions had already been received and that only few funds remained in deficit. He also indicated that a workload study to determine appropriate support costs for trust funds would be completed in the near future.

85. Some delegations commented on the weaknesses in inventory control pointed out by the Board of Auditors. The Assistant Administrator indicated that a headquarters and field inventory system was in place and that property valuation figures would be reflected in the financial statements of the 1994-1995 biennium.

86. In response to questions asked by some delegations on the use of consultants, the Assistant Administrator confirmed that contracts for consultants were governed under the UNDP Financial Regulations and Rules on procurement. He also indicated that revised guidelines on Special Service Agreements were being finalized.

87. The Assistant Administrator also responded to a question on audit coverage by indicating that the experience of UNDP with the establishment of a regional service centre in Asia had been very positive. A new centre had been established in Africa to increase audit coverage in that region beginning in 1995.

88. One delegation requested information on the status of office automation plans. The Assistant Administrator indicated that 120 country offices and half of headquarters units had completed such plans in 1993 and that 30 offices had provided updates in 1994 for plans submitted in 1992 and 1993.

89. Referring to the observations of the Board of Auditors on procurement, some delegations inquired about the actions taken to increase advertisement and increase procurement from developing countries. The Assistant Administrator confirmed that instructions were in place to include potential suppliers from developing countries in tendering shortlists. He further indicated that the Inter-Agency Procurement Services Office (IAPSO) made use of several publications to advertise procurement opportunities and that a common vendor database was continuously updated to widen supply sources for the United Nations system.

90. A number of delegations expressed concern at the shortcomings in project and programme management, in particular with regard to the lack of clear

objectives, measurable outputs and adequate workplans. The Director, Division for Programme Policies and Procedures, emphasized that the findings in the report of the Board of Auditors referred to programmes and projects ongoing in the biennium 1992-1993 and that UNDP had taken several corrective measures during and since that biennium. Recent country programme documents and mid-term reviews placed more emphasis on sharpening objectives and on measurable indicators of impact, progress and success. The profile of the UNDP country portfolios had changed towards fewer and more focused interventions, using new instruments for the design of UNDP support, such as the Programme Support Documents (PSD) and the Programme Support Implementation Arrangement (PSIA). The PSD and the PSIA reflected the concerns of the Board of Auditors. The Director further indicated that a decentralization package of measures would be implemented during the 1994-1995 biennium and would be supported by information systems to link policy cohesion and compliance as well as to ensure substantive and financial accountability. Also, training in the application of and compliance with revised procedures would be increased.

91. Several delegations also expressed concern at the audit findings on the quality of project evaluations. The Senior Strategic Analyst, Office of Evaluation and Strategic Planning, indicated that, during the 1994-1995 biennium, UNDP would introduce specific measures to improve the evaluation function and make better use of its findings in UNDP organizational planning and restructuring. Those measures would cover programme formulation; development of quantifiable performance measures; oversight of programme monitoring operations at headquarters and country level; and new dissemination methods. Two important steps taken to strengthen evaluation methodology included (a) a "programme impact performance assessment" to develop reliable performance measures that could be integrated into programmes at the design stage and (b) availability of the UNDP evaluation database in country offices as part of a decentralization package. A report would be presented to the Executive Board at its second regular session 1995. Concerning project sustainability and success ratings, he indicated that updated "Guidelines for Evaluators" had been issued in 1993, which clarified concepts of impact and sustainability in assessing project relevance, performance and success. Regarding the audit recommendation to study a sample of projects completed more than three years previously in order to evaluate sustainability, he indicated that UNDP had agreed to undertake such a study and invited the participation of Executive Board members. In response to this invitation one delegation expressed interest and requested a copy of the "Guidelines for Evaluators".

92. The Executive Board adopted the following decision:

95/3. Audit reports of the United Nations Development Programme

The Executive Board

1. Takes note of the report of the Administrator (DP/1995/10 and Add.1) and of the comments made thereon by delegations;

2. Expresses its appreciation for the valuable contributions and recommendations made by the Board of Auditors in assisting the United Nations Development Programme to improve its operations;

3. Notes with satisfaction that considerable progress has been made in implementing the recommendations of previous reports of the Board of Auditors;

4. Further notes that the Administrator has taken or is taking action to address all recommendations made by the Board of Auditors;

5. Notes with appreciation the Administrator's initiatives to establish an effective and efficient accountability mechanism in response to General Assembly resolutions 47/211 and 48/218;

6. Takes note of the three-year plan on the utilization of the Reserve for Field Accommodation;

7. Requests the Administrator to submit on an annual basis a report on the status of the Reserve for Field Accommodation as part of the annual review of the financial situation.

11 January 1995

VII. PROPOSAL TO RELOCATE THE HEADQUARTERS OF THE UNITED NATIONS VOLUNTEERS PROGRAMME FROM GENEVA TO BONN

93. The Administrator introduced the item. He stated that the purpose of the report (DP/1995/11) was to seek Executive Board endorsement of the proposal of the Secretary-General. He referred to the report of the working group (see annex I of DP/1995/11) and to the conclusions of the United Nations Volunteers (UNV)/UNDP mission to Bonn in December 1994. He emphasized that

there would be a number of advantages to the relocation that would enhance the UNV mission and would also benefit UNDP and the United Nations system. The Administrator extended his appreciation to the Government of Switzerland and the city of Geneva for the hospitality they had extended to UNV.

94. The Permanent Representative of Germany made a statement in which he confirmed his country's readiness to assume increased international responsibility, particularly in regard to multilateral cooperation. He stated that his country was willing to follow the proposal of the Secretary-General to relocate UNV to Bonn, as it considered the UNV mandate to be an important one. He indicated his country's intention to provide special support to UNV and to advocate the close cooperation of other bodies, such as governmental and non-governmental organizations, as well as regional and international financial institutions and the European Union, with UNV.

95. The Permanent Observer of Switzerland made a statement in which he pointed out that the proposed relocation would have considerable consequences not only for the UNV programme - it might possibly change the very nature of UNV - but also for the entire development system of the United Nations. UNV had benefited from integration within the United Nations system in Geneva, where it had matured, and from the synergies it had developed with other organizations in Geneva. Consequently, the Executive Board should not make a rushed decision, but give careful consideration of the implications this would have for UNV programme activities as well as for the United Nations development system as a whole, since the proposed transfer, according to the German offer, could well be followed by others, and - as the Observer added - not only from Geneva.

96. Many delegations supported the relocation of UNV to Bonn and expressed their appreciation to the Government of Germany for the substantial offer it had made and to the Government of Switzerland for the support it had given to the UNV programme.

97. Some delegations emphasized the need to ensure that the effectiveness of the UNV programme would not be diminished as a result of the relocation. A number of delegations raised the issue of the disposition of the savings that would arise as a result of the relocation. In his response, the Assistant Administrator for the Bureau for Finance and Administration stated that the biennial budget of UNV was financed from the voluntary contributions to UNDP. Consequently, those savings would, in the first instance, accrue to the general resources of UNDP and would be reflected in future biennial budget estimates. With regard to the proposal made by some delegations that the savings be made available directly to UNV for programme purposes, the

Assistant Administrator suggested that, as a result, the matter be considered by the Executive Board in the context of discussions on programme resources.

98. One delegation suggested that it would be desirable to set up the general criteria to be applied when considering the relocation of the headquarters of organizations from one country to another. In response, the Secretary of the Executive Board indicated that the matter would be more appropriately dealt with by the United Nations Secretariat, to which he would be pleased to refer the request.

99. The Executive Board adopted the following decision:

95/2. Relocation of the United Nations Volunteers to Bonn

The Executive Board

1. Endorses the proposal of the Secretary-General to accept the offer of the Government of Germany to relocate the headquarters of the United Nations Volunteers to Bonn from mid-1996 onwards;

2. Authorizes the Administrator, following the acceptance in principle by the Secretary-General, to continue discussions on the terms and provisions of the offer in order to resolve the outstanding issues and finalize the arrangements that will enable the transfer of the headquarters of the United Nations Volunteers to Bonn in July 1996.

10 January 1995

VIII. UNITED NATIONS SUDANO-SAHELIAN OFFICE

100. In introducing document DP/1994/58, the Administrator stated that desertification was an urgent problem facing many programme countries; UNDP must seek to identify the root causes of desertification and assist in preparing programmes to address it. He noted the decline in resources for the United Nations Sudano-Sahelian Office (UNSO) and the need to revitalize the Office. Its scope should be expanded, linking the capabilities of UNDP and the United Nations Environment Programme (UNEP). He highlighted the UNDP-UNSO/UNEP joint venture mechanism and the opening of the mechanism to contributions from other parties. The Administrator concluded that such an approach would minimize the proliferation of instruments, build on successes and learning from the past, serve as a nucleus for bringing in other partners,

such as the Food and Agricultural Organization of the United Nations (FAO), while looking forward to the implementation of the International Convention to Combat Desertification in Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa. The Director of UNSO provided details on UNSO future activities. He noted, inter alia, that UNSO support to the implementation of the Convention would be a country-driven process, working closely with bilateral donors, and other United Nations partners, on the basis of the national partnerships envisioned in the Convention.

101. Many delegations spoke in favour of the work done by UNDP/UNSO to combat desertification, the organizational arrangements made by the Administrator in order to revitalize and strengthen the capability of UNSO to meet its expanded geographical mandate, and its role to support the International Convention. Delegations also voiced their support for building on the joint venture mechanism in developing a facility to link and enhance the capabilities of UNDP and UNEP to support the International Convention while expressing interest in being kept informed on the development of its operational modalities. Many delegations noted their belief that while UNSO/UNDP might be an appropriate body to house the Global Mechanism, they would await the decision of the first Conference of Parties to the Convention, as envisaged under the Convention. Some delegations noted the importance of coordination of efforts both within UNDP, and with other agencies, relevant institutions and bodies of the United Nations system, and were pleased to learn of the role played by UNDP/UNSO in the harmonization of efforts. Many delegations noted the need to consider a change in name for the Office, given its global mandate. One country noted the need to ensure that attention to the issue of drought would be included in the envisioned Desertification and Dryland Management Facility.

102. Following informal consultations, the Executive Board adopted the following decision:

95/6. United Nations Sudano-Sahelian Office

The Executive Board

1. Takes note of the report of the Administrator (DP/1994/58) and recalls its decision 93/33 of 18 June 1993;

2. Supports the Administrator's initiatives to:

(a) Promote measures taken by the United Nations Development Programme in support of the implementation of the International Convention to

Combat Desertification in Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa, and its regional annexes, especially the reorganization of the United Nations Sudano-Sahelian Office and its activities in light of the Convention;

(b) Ensure that the United Nations Sudano-Sahelian Office will support actively the Convention and its regional annexes and that the Resident Representatives in member countries of regional and subregional organizations, particularly in Africa, and other affected countries will participate actively in the implementation of General Assembly resolution 49/234, requiring urgent action for Africa;

3. Encourages the Administrator, in the light of the International Convention to Combat Desertification in Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa, to take the steps necessary to change the name of the United Nations Sudano-Sahelian Office while keeping its acronym;

4. Invites donor countries, organizations and other interested parties to support the activities of the United Nations Sudano-Sahelian Office.

13 January 1995

IX. OTHER MATTERS

Conclusion of the session

103. The Executive Board concluded its work by adopting the following decision:

95/7. **Overview of decisions adopted by the Executive Board at its first regular session, 1995**

The Executive Board

Recalls that during the first regular session 1995 it:

ITEM 1: ORGANIZATIONAL MATTERS

Elected the following Bureau for 1995:

President	H.E. Mr. Zbigniew Maria WLOSOWICZ (Poland)
Vice-President	H.E. Mr. Ahmed SNOUSSI (Morocco)
Vice-President	Mr. R. Carlos SERSALE di CERISANO (Argentina)
Vice-President	Mr. Hong Jae IM (Republic of Korea)
Vice-President	Ms. Anne-Birgitte ALBRECTSEN (Denmark)

Approved the agenda and work plan for its first regular session 1995 (DP/1995/L.1);

Approved the report of the third regular session 1994 (DP/1995/2);

Adopted decision 95/5 of 13 January 1995 on the functioning of the Executive Board secretariat;

Agreed to the following schedule of future sessions of the Executive Board in New York subject to the approval of the Committee on Conferences:

Second regular session 1995:	3-7 April 1995
Annual session 1995:	5-16 June 1995
Third regular session 1995:	28 August-1 September 1995

Agreed to the subjects to be discussed at these sessions as listed in the annex;

ITEM 2: MATTERS RELATING TO THE PROGRAMMING CYCLES

Took note of the report of the Administrator on framework for the next programming period (DP/1995/3);

Adopted decision 95/4 of 13 January 1995 entitled "Haiti's development needs and activities";

ITEM 3: COUNTRY PROGRAMMES AND RELATED MATTERS

Approved the first country programme for the Czech Republic (DP/CP/CEH/1 and Corr.1);

Took note of the draft revised terms of reference for UNDP/UNFPA Executive Board field visits contained in document DP/1995/5 and the comments made thereon.

ITEM 4: UNITED NATIONS OFFICE FOR PROJECT SERVICES

Adopted decision 95/1 of 10 January 1995 on the United Nations Office for Project Services;

ITEM 5: FOLLOW-UP TO THE INTERNATIONAL CONFERENCE ON POPULATION AND DEVELOPMENT

Took note of the interim report of the Executive Director of UNFPA on the programme priorities and future directions of UNFPA in the light of the ICPD (DP/1995/8);

ITEM 6: UNDP/UNFPA FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Adopted decision 95/3 of 11 January 1995 on UNDP audit reports;

Took note of the UNFPA document on audit reports (DP/1994/54);

ITEM 7: PROPOSAL TO RELOCATE THE HEADQUARTERS OF THE UNITED NATIONS VOLUNTEERS PROGRAMME FROM GENEVA TO BONN

Adopted decision 95/2 of 10 January 1995 on relocation of the headquarters of the United Nations Volunteers to Bonn;

ITEM 8: UNITED NATIONS SUDANO-SAHELIAN OFFICE

Adopted decision 95/6 of 13 January 1995 on the United Nations Sudano-Sahelian Office.

13 January 1995

Annex

ALLOCATION OF SUBJECTS FOR FUTURE SESSIONS

The following subjects are scheduled to be considered at future sessions:

Second regular session (3-7 April 1995)

- Organizational matters

...

- UNFPA: Country programmes and projects:
  Africa (Benin; Comoros; Mauritius; Mozambique)
  Arab States and Europe (Sudan; Turkey)
  Asia and the Pacific (Cambodia (project); Central Asian Republics; Indonesia)

...

- UNDP/UNFPA Executive Board field visits: draft terms of reference
- UNDP: Country programmes
- UNDP: Mid-term reviews
- UNDP: Evaluation
- UNDP: Matters relating to the programming cycles (94/17, paragraph 4)
- UNDP: Matters relating to the least developed countries
- UNDP: Assistance to the Palestinian people
- UNDP: HIV and Development National Professional Officers (94/6, paragraph 5)

- United Nations Development Fund for Women
- United Nations Capital Development Fund (93/32, paragraph 8)

- Programme of work for future sessions (including follow-up to and preparations for the Economic and Social Council)

Note

The ninth session of the High-level Committee on the Review of TCDC is scheduled to be held from 30 May to 2 June 1995, immediately preceding the annual session. The report of the session is expected to be adopted on Thursday, 8 June 1995 in the afternoon.

Annual session (5-16 June 1995)

- Organizational matters

- UNFPA: Report of the Executive Director for 1994 (including report to the Economic and Social Council, status of implementation of UNFPA Africa strategy, implementation of resolution 47/199, Global Initiative on Contraceptive Requirements, UNFPA assistance to Rwanda)

- UNFPA: Work plan and request for programme expenditure authority

- UNFPA: Status of financial implementation of country programmes and projects

- UNFPA: Report on programme priorities and future directions of UNFPA in light of the ICPD

- UNFPA: Intercountry programme

- UNDP/UNFPA: Harmonization of presentation of budgets and accounts (General Assembly resolution 49/216 contained in document A/49/804, section III.E)

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- UNDP: Annual report of the Administrator (including report to the Economic and Social Council)

- UNDP: Follow-up to General Assembly resolution 47/199 (94/23)

- UNDP: Future of UNDP (94/14, paragraph 6)

- UNDP: Matters relating to the programming cycles (94/17, paragraph 4)

- UNDP: Human Development Report (94/15, paragraph 3)

- UNDP: The role of UNDP in the implementation of the United Nations New Agenda for the Development of Africa in the 1990s (94/13, paragraph 4)

- UNDP: Technical cooperation among developing countries (92/2, paragraph 5 (e))

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- United Nations Office for Project Services (94/32, paragraph 9 and 95/1, paragraph 8)

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- United Nations technical cooperation activities

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- Programme of work for future sessions

Third regular session (28 August - 1 September 1995)

- Organizational matters (including follow-up to the substantive session of the Economic and Social Council)

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- UNFPA: Report on the implementation of UNFPA successor support cost arrangements

- UNFPA: Annual financial review, 1994

- UNFPA: Biennial budget proposals for 1996-1997

- UNFPA: Report of ACABQ on budget estimates

- UNFPA: Country programmes and projects: Latin America and the Caribbean (Costa Rica)

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- UNDP/UNFPA: Field visits 1995

- UNDP: Country programmes

- UNDP: Mid-term reviews

- UNDP: Matters relating to the programming cycles: Haiti (95/4, paragraph 2)

- UNDP: Agency support costs (91/32)

- UNDP: Proposed revisions to UNDP Financial Regulations and Rules related to support cost arrangements

- UNDP: Annual review of the financial situation 1994 (95/3, paragraph 7)

- UNDP: Revised budget estimates for the 1994-1995 biennium

- UNDP: Budget estimates for the 1996-1997 biennium

- UNDP: Report of ACABQ on the budget estimates

- UNDP: Audit reports: Summary of significant observations of the external auditors of the executing agencies on their 1993 accounts relating to funds allocated to them by UNDP

- UNDP: Audited accounts and audit reports of the executing agencies as at 31/12/1993

- UNDP: Procurement from developing countries

- UNDP: United Nations system regular and extrabudgetary technical cooperation expenditures

- UNDP/UNFPA: Harmonization of presentation of budgets and accounts (94/30)

- Programme of work for future sessions

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First regular session (tentatively scheduled for 16-19 January 1996)

- Organizational matters (including election of Bureau)

- UNDP: Matters relating to the programming cycles

- UNDP: Country programmes (including reports on field visits)

- Programme of work for future sessions (including follow-up to and preparations for the Economic and Social Council)

Part two

SECOND REGULAR SESSION

Held at United Nations Headquarters from 3 to 7 April 1995

I. ORGANIZATIONAL MATTERS

1. The President, H. E. Mr. Zbigniew Maria Wlosowicz, opened the second regular session of the Executive Board and outlined the items that would be taken up during the session. He informed the Board that there had been a series of informal meetings on the proposed programming period since the first regular session of the Board, which, it was hoped, would pave the way for consensus.

2. The President informed the Executive Board that item 6 would be taken up in informal consultations since the documentation on the programming period had not been available in all languages until the previous week. These consultations would help to prepare for a decision to be taken at the annual session of the Board in June 1995.

3. The President also reported to the Executive Board that the Bureau had met four times since the first regular session; it had reviewed the draft report of the first regular session as well as the proposed new guidelines on field visits. The Bureau had also approved the dates and composition of the teams for field visits to Turkey (16-24 May 1995) and Ghana/Niger (31 July-11 August 1995). The Bureau had discussed ways to improve its working methods, which were aimed at ensuring transparency.

4. The Executive Board approved the following agenda for its second regular session 1995, as contained in document DP/1995/L.2/Rev.1:

Item 1: Organizational matters

Item 2: UNFPA: Country programmes and projects

Item 3: UNDP: Country programmes and related matters

Item 4: UNDP: Evaluation

Item 5: UNDP: Matters relating to the least developed countries

Item 6: UNDP: Matters relating to the programming cycles

Item 7: UNDP: HIV and Development National Professional Officers

Item 8: United Nations Development Fund for Women

Item 9: United Nations Capital Development Fund

Item 10: UNDP: Assistance to the Palestinian People

Item 11: Other matters

5. The Executive Board agreed to the work plan contained in document DP/1995/L.2/Rev.1.

6. The Executive Board approved the report of the first regular session 1995 (DP/1995/9).

Guidelines for UNDP/UNFPA Executive Board field visits

7. The President introduced the item, explaining that the guidelines were the result of a long and thorough consultation within the Bureau as well as with interested delegations. The Bureau finalized the guidelines at a meeting on 16 March. The President made the following statement:

> The understanding of the Bureau is that in presenting candidates from their region to participate in any given field visit, members of the Bureau of the Executive Board will do their utmost to ensure that equal access to participation in the visits is encouraged by flexible rotation among the potential candidates and that priority is given to those who have not participated in previous field visits.
>
> It is the understanding of the Bureau that participation of a particular individual will not normally exceed two field visits in a period of three years.
>
> It is also the understanding of the Bureau that participation in field visits will normally be limited to members of the Executive Board.

8. The Executive Board adopted the guidelines for UNDP/UNFPA Executive Board field visits contained in the note by the Executive Board secretariat (DP/95/14).

Future sessions of the Executive Board

9. One delegation asked if it would be possible to hold a joint UNDP/UNFPA session at the annual session on the follow-up to the International Conference on Population and Development (ICPD). It was noted that while the agenda for the UNFPA segment contained an item on the matter, UNDP planned to take it up under the item on the annual report of the Administrator. With the suggested amendment, the Executive Board agreed to the subjects to be discussed at its future sessions as listed in the annex to the overview decision 95/13.

10. The seriousness of the problem of documents not being available in all languages was cited. The representative who raised the issue did, however, recognize the efforts of the secretariat to avoid the problem. Another delegation asked if it would be possible for the Executive Board to have two regular sessions and one annual session. Longer intervals between meetings could help in enabling documents to be received in time.

11. Another delegation said the work plan should not be limited and suggested that the Executive Board could meet more than four times per year. Another delegation stated that four meetings per year had been a compromise. The aim of holding more frequent meetings was to increase tranparency. Another delegation said that it was difficult for developing countries to attend a large number of meetings in New York.

12. With reference to General Assembly resolution 48/162, in which the Assembly had created the new governance of UNDP and UNFPA, it was underlined that the arrangements were experimental and one delegation indicated that UNFPA might have its own governing body in the future.

13. It was suggested that the third regular session of 1996 could be held from 3 to 6 September 1996 so as not to be too close to the opening of the General Assembly.

14. The following dates of future sessions of the Executive Board were approved, ad referendum:

28 August-1 September 1995	Third regular session 1995
16-19 January 1996	First regular session 1996
25-29 March 1996	Second regular session 1996
20-31 May 1996	Annual session 1996
(open)	Third regular session 1996

15. The Deputy Executive Director of UNFPA informed the Executive Board of two informal meetings on UNFPA programme priorities in light of ICPD, to be held on 8 May (on substantive themes) and 15 May (on strategy).

16. The secretariat informed the Executive Board that a summary of the Administrator's remarks on matters relating to the programming cycles was available.

UNFPA SEGMENT

II. UNFPA: COUNTRY PROGRAMMES AND PROJECTS

17. As requested by the Executive Board, the Executive Director of the United Nations Population Fund provided the Board with a brief update on recent developments at the Fund. She noted that in the three months since the last session of the Board, UNFPA had been fully engaged in redefining its programme priorities in light of the International Conference on Population and Development; in improving its programme delivery; and in participating in various inter-agency and intergovernmental fora.

18. She noted that UNFPA had held a management retreat under the overall theme of "A Time for Change". Participants discussed, inter alia, what the mission of UNFPA should be for the next 10 years; what was the comparative advantage of UNFPA vis-à-vis other actors in the population field; how to focus the UNFPA programme on fewer substantive sectors and its limited resources on the countries most in need; and how to collaborate better with others in the United Nations system as well as with bilateral and non-governmental organizations (NGOs). In view of the issues raised during the retreat, the changes that were taking place in UNFPA programming procedures, and the review that the Executive Board would undertake in June of UNFPA programme priorities and directions, UNFPA would convene a global meeting in mid-1995 in order to help bring about change in the most effective and speedy fashion.

19. Several delegations made general comments concerning the UNFPA country programmes being submitted to the Executive Board. Several were pleased that the proposed programmes had begun to reflect some of the main principles and themes of the Programme of Action that had been adopted at the ICPD, in

particular the shift to a reproductive-health approach and the emphasis on the empowerment of women. They recognized that this was an evolving process and asked therefore that future programmes give more prominence to such themes, both in the background section to the reports and in the proposed programmes themselves. Several delegations also welcomed the importance given in the programmes to strengthen coordination and to increase the use of national and local NGOs in programme implementation.

A. Africa

Assistance to the Government of Benin (DP/FPA/CP/148)

20. Numerous delegations commented on the programme. Two expressed concern about the lack of integration of activities in the proposed programme, in particular in the area of information, education and communication (IEC). One felt that the programme did not clearly reflect the important structural and policy developments that had recently taken place, noting in particular the Government's shift from a pro-natalist policy to one of full support for the ICPD Programme of Action. Several delegations noted that the proposed resources seemed inadequate in light of the programme presented, particularly in a country where 44 per cent of the women were of reproductive age. Two noted that there was no resident UNFPA Country Director in the country, and asked whether UNFPA planned to appoint a resident Country Director in Benin. One delegation, noting the lack of government commitment and of coordination among the large number of donors active in the country, asked how such factors would affect the UNFPA country programme. Another, noting that the report did not give the Government's contribution, asked what that contribution was.

21. The Director, Africa Division, emphasized that advocacy was an important component of the proposed programme. This was reflected in the programme's IEC activities, both in terms of level of allocations and in terms of the programme strategy and objectives. She agreed that the amount proposed for the programme was inadequate compared to the needs of the country, but stressed in that regard that UNFPA first had to demonstrate that it could spend the amount proposed. She acknowledged that the lack of coordination had been a serious problem in the past, but pointed out that both the Government and donors were working to improve the situation. She said that the Government's full support for the ICPD Programme of Action was a clear indication of its increased commitment to population activities. She estimated the Government's contribution at approximately $7 million, which would be provided primarily in the form of staff, equipment and facilities. The Executive Director noted that the UNFPA budget proposals being submitted to the Executive Board in August would include a request for a resident Country Director for Benin.

22. The Executive Board approved the country programme for Benin as contained in document DP/FPA/CP/148.

Assistance to the Government of Comoros (DP/FPA/CP/141)

23. Several delegations commented on the programme. Two noted the importance of creating awareness among the country's political and religious

leaders and thus welcomed the emphasis on IEC activities in all areas of the programme. One stressed that the empowerment of women was indispensable to the success of the programme. Another, noting that the proposed programme was only for two years, questioned whether the programme could achieve its objectives in such a short period of time. He therefore asked how long the next programme would be and in what amount.

24. The Director, Africa Division, agreed that IEC activities were the key to success in population programming in the Comoros, in particular in creating awareness of the negative implications of rapid population growth on social and economic development and in helping to change men's attitudes towards women. She stressed in that regard, however, that bringing about social and cultural change of such magnitude was a slow and arduous process that required continuous and concerted effort. The Deputy Executive Director (Programme) explained that UNFPA could not at that time determine the length or amount of the Fund's next programme, as it would be based on the findings and recommendations of such programming exercises as the Fund's Programme Review and Strategy Development (PRSD) exercise and the mid-term and final programme reviews.

25. The Executive Board approved the country programme for Comoros as contained in document DP/FPA/CP/141.

Assistance to the Government of Mauritius (DP/FPA/CP/143)

26. The Executive Board approved the country programme for Mauritius as contained in document DP/FPA/CP/143.

Assistance to the Government of Mozambique (DP/FPA/CP/142)

27. Numerous delegations commented on the programme. Several stressed the importance of addressing the needs of resettled refugees and displaced persons within the framework of the UNFPA programme and therefore asked how the UNFPA programme would deal with those two groups. They also emphasized the need to work with the Office of the United Nations High Commissioner for Refugees (UNHCR) as well as with UNDP in that regard. Another delegation expressed concern that the proposed programme did not give sufficient emphasis to systems development. He also stressed that particular attention must be given to programme design, since that had been a major weakness in the previous programme. One delegation asked how UNFPA planned to reorient its programme to a reproductive-health approach in Mozambique. She also asked what was the comparative advantage of UNFPA in the area of income-generating activities for women and how UNFPA would link such activities to other activities in the programme. Several delegations encouraged UNFPA to make greater use of NGOs and the private sector in implementing the programme and asked in that regard if UNFPA planned to assess the capacity of NGOs and other organizations to do so.

28. The Director, Africa Division, noted that UNFPA understood the importance of addressing the needs of resettled refugees and displaced persons, and pointed out that the proposed programme was focused in a province where there were large numbers of both. She assured the Executive

Board that UNFPA would work closely with both the Office of the United Nations High Commissioner for Refugees (UNHCR) and UNDP in this area. She was confident that the reproductive-health approach would be effective, particularly since African countries liked the more comprehensive approach. The major obstacle to programme performance was the lack of infrastructure in the area of primary health care. The Director noted that UNFPA had no particular comparative advantage in the area of income-generating activities for women but stressed that such activities were critical in helping women to achieve the level of status they needed to advance. UNFPA would therefore work closely with organizations that had expertise in that area. She assured the Board, however, that UNFPA would see to it that such activities were linked to reproductive health activities. She acknowledged the need to expand the use of NGOs and the private sector to supplement government efforts in programme implementation, but noted that that would be a major challenge.

29. The Executive Board approved the country programme for Mozambique as contained in document DP/FPA/CP/142.

B Arab States

Assistance to the Government of the Republic of Sudan (DP/FPA/CP/145)

30. Several delegations asked if UNFPA intended to use NGOs in implementing the programme. One asked why the programme was concentrated in the eastern states and in refugee camps outside Khartoum. She asked if the UNFPA programme could be expanded to provide assistance in the south of the country.

31. The Chief, Division for Arab States and Europe, noted that the programme provided support to NGOs and universities that had experience in the population field and allowed for their participation in programme implementation. She cited Ahfad University for Women as a notable example of effective UNFPA/NGO cooperation. She agreed that NGOs would be very important in programme implementation but stressed that it was necessary to help to build up their capacity to do so. She explained that the programme strategy was to focus on reproductive health and family planning services in the eastern states and in women refugee camps around Khartoum in order to help improve the status of women's health in these areas, which were among the most underdeveloped and disadvantaged in Sudan. She stressed that focusing on such areas was the most effective way of ensuring a tangible outcome of the Fund's assistance.

32. The Executive Board approved the country programme for Sudan as contained in document DP/FPA/CP/145.

C Asia and the Pacific

Assistance to the Government of Cambodia (DP/FPA/KHM/PROJ/1 and PROJ/2)

33. The Executive Board considered two UNFPA projects for Cambodia: (a) Institutional strengthening and family health improvement through birth spacing (document DP/FPA/KHM/PROJ/1); and (b) Support to the National Population Census of Cambodia (document DP/FPA/KHM/PROJ/2).

34. Several delegations commented on the two projects. One stressed the need to have the appropriate legal and constitutional framework in place before the actual census enumeration. He asked if UNFPA had taken that into account when proposing assistance to such a project. Another delegation felt that the birth-spacing project might have a greater impact if it were concentrated in fewer provinces. He questioned if $1.5 million was sufficient to provide services in five priority provinces and in Phnom Penh municipality.

35. The Director, Asia and Pacific Division, explained that the census project was designed in two phases. Phase I of the project, which was before the Executive Board at its current session, would focus on training activities and not on the actual conduct of the census. The actual conduct of the census would take place in Phase II of the project, which would be submitted to the Board only after the appropriate legal and constitutional framework was in place. He assured Board members that such a framework was a precondition of all United Nations-supported census operations in all countries. He explained that the birth-spacing project would also be implemented in a phased manner so as to ensure quality of care. The project would therefore focus on consolidating and improving existing services before expanding such services to other areas.

36. The Executive Board approved the two projects for Cambodia as contained in documents DP/FPA/KHM/PROJ/1 and DP/FPA/KHM/PROJ/2.

Assistance to the Governments of Azerbaijan, Kazakstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan (DP/FPA/CP/144)

37. Numerous delegations commented on the programme. Several welcomed the programme's focus on reproductive health and family planning and on information, education and communication. Such a focus was urgently needed to help to reduce the high rate of abortion, promote the benefits and expand the use of modern contraceptives, and overcome social and cultural obstacles to contraceptive use. One delegation asked if UNFPA planned to involve NGOs in programme implementation, noting in particular the International Planned Parenthood Federation (IPPF) in that regard. Another delegation felt that the programme's policy formulation component should be strengthened and that governments should be encouraged to develop plans in their national budgets for financing public-sector contraceptive commodities. One delegation asked if the subregional approach was appropriate given the wide diversity in social and health indicators noted in the table to the report.

38. The Director, Asia and Pacific Division, emphasized that the proposed programme would promote close collaboration with NGOs and in particular with IPPF. UNFPA in fact planned to use IPPF to execute some of the important components of the proposed programme. UNFPA had been collaborating closely with the other agencies active in those countries and had used IEC materials developed by many of them. He said that UNFPA would look into sharpening the focus of policy formulation as and when resources became available. He said that the current economic situation and health-care system tended to mitigate against the use of the private sector at that time. He noted that the programme took into account the similarities of the socio-economic and political situations of the six countries and the fact that they shared common concerns and interests. However, for selected interventions, a subregional approach would be adopted to complement the country-specific activities.

39. The Executive Board approved the programme for Azerbaijan, Kazakstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan as contained in document DP/FPA/CP/144.

JOINT SEGMENT

III. UNFPA/UNDP COUNTRY PROGRAMMES AND PROJECTS AND RELATED MATTERS

40. The following country programmes for UNFPA and UNDP were discussed in a joint segment.

UNFPA assistance to the Government of Indonesia (DP/FPA/CP/147)
UNDP cooperation framework with Indonesia (DP/CP/INS/5 and NOTE/5

41. Many delegations welcomed the emphasis in the UNFPA programme on South-South cooperation. Several noted that the proposed programme reflected well the themes of the Programme of Action, in particular the shift from a target-based to a demand-fulfilment strategy. One delegation, noting that the country strategy note had given high priority to improving the delivery system for family planning services, said that that element was not evident in the proposed UNFPA programme. He also asked what was meant by the phrase "unmet programmatic needs". He further asked if the transitional nature of the programme was indicative of an exit strategy for UNFPA assistance to Indonesia. Two delegations asked about HIV/AIDS activities in the country. One asked for more information on Indonesia's family-centred strategy to combat HIV/AIDS. The other asked how UNFPA planned to link the activities of the UNFPA-supported programme with those of other agencies in the context of the United Nations Joint and Co-sponsored Programme on HIV/AIDS.

42. The UNFPA Country Director for Indonesia agreed that Indonesia had a prominent role to play in South-South cooperation. He stressed, however, that the Government saw such cooperation as a partnership, whereby both partners benefited from the exchange. He noted that the proposed programme would emphasize improving delivery systems as called for in the country strategy note. He said that the phrase "unmet programmatic needs" referred to such things as providing uniform quality of services nationwide and improving counselling techniques. Regarding the family-centred strategy to combat HIV/AIDS, the Country Director stressed that, in Indonesia, the family was central to all development activities as well as an important vehicle for social change. He said that UNFPA was committed to working with its partner organizations in the United Nations Joint and Co-Sponsored Programme on HIV/AIDS.

43. The Deputy Executive Director (Programme) said that the issue of resource allocation would be discussed by the Executive Board within the framework of the Fund's report on programme priorities in light of ICPD, which was being submitted to the Board at its annual session in June. He acknowledged that Indonesia was at an advanced stage in attaining the goals set forth in the ICPD Programme of Action. This did not mean that UNFPA would, in future, withdraw its assistance from the country, but rather that the Fund's involvement would be different from that in the past.

44. In introducing the UNDP portion of the joint segment on Indonesia, the representative of the Regional Bureau for Asia and the Pacific explained that the term "country programme" had been changed to "cooperation framework". The framework was essentially a strategic document that did not focus on the identification of projects and their details, but rather identified major strategic goals, where priorities of the country and the mandate of UNDP coincided. The assumptions on resources beyond 1996 and the terminology used in the framework were interim and were not to be construed as a precedent for future programming. The representative also highlighted the strong sustainable human development orientation of the framework, which concentrated on two thematic areas of equitable development and poverty reduction and environmental protection and regeneration and emphasized national capacity-building through human resources development. It was stressed that the framework was anchored in Indonesia's development priorities, was linked to the country strategy note (CSN), and complemented other bilateral and multilateral cooperation programmes in the country.

45. The representative of Indonesia explained that the formulation of the framework had evolved through a series of thorough and broad-based consultations between the Government and UNDP. The priorities outlined in the framework were fully compatible with Indonesia's current five-year development plan and closely reflected the comparative advantage of UNDP. Although the United Nations development system provided only a modest level of resources compared to other development cooperation partners, the Government of Indonesia recognized the uniqueness of UNDP assistance, including its universality, flexibility, and responsiveness to the needs of developing countries.

46. All the delegations who spoke on the matter strongly supported the UNDP cooperation framework with Indonesia. In particular, they commended the concept and the quality of the framework and welcomed its focus on equitable development and poverty reduction and on environmental protection and regeneration. Moreover, they urged that efforts be made to maintain the focus during the implementation stage. Many delegations welcomed the participatory approach used in the formulation of the framework and the close linkage between the CSN and the framework. Some delegations commended Indonesia and UNDP for pioneering the concept of a cooperation framework instead of a country programme. A few delegations noted the planned activities outside the two major areas of focus, for example, HIV/AIDs, technical cooperation among developing countries (TCDC) and small and medium-scale enterprises and emphasized the strategic and coordinative role of UNDP in those areas, given the limited resources. One delegation noted the high rate of national execution (90 per cent) envisaged under the new framework, and raised concern about its implications for both programme quality and UNDP accountability. Some delegations found the description of the comparative advantage of UNDP in the framework document to be rather general and recommended that when specific programmes were prepared, the advantages could be made more country-specific. One delegation expressed concern about the Government's absorptive capacity for external resources, especially in the area of environment and natural resources management. Finally, another delegation urged both the Government and UNDP to pay special attention to the potential conflict between development and the environment and social sector.

47. The representative of the Regional Bureau for Asia and the Pacific responded to the delegates' remarks. The formulation of the framework took into consideration the Executive Board's request for improved monitoring and evaluation, as expressed by the Board during the mid-term review of the previous programme. UNDP would ensure that those concerns were systematically addressed in the course of programme design, implementation, and annual reviews including the mid-term review. With regard to programme focus and UNDP comparative advantage, UNDP in collaboration with the Government planned to conduct a series of programming exercises to identify more specific and high priority interventions under each of the two selected thematic areas of the framework, with a view to maximizing UNDP resources and comparative advantages in the context of Indonesia. On the issue of absorptive capacity, the UNDP role under the new framework would be to enhance the Government's capacity through human resources development for improve management and utilization of external resources, including in the area of environment.

48. Moreover, the Government of Indonesia was fully committed to equitable and sustainable development and was determined to strike a balance between economic growth and the social and environmental consequences of growth. Indonesia's achievements in reducing the level of poverty from 70 per cent to 14 per cent in the last 25 years had been both remarkable and exemplary. Through the current cooperation framework, UNDP was committed to assisting the Government to reduce further the level of poverty to approximately 6 per cent before the turn of the century. The Government also attached great importance to the development of small and medium-scale enterprises, as the majority of the labour force was employed by such enterprises. In that regard, UNDP, in collaboration with the International Labour Organization (ILO), was formulating a project on self-employment and micro enterprise development, as part of the integrated approach to poverty alleviation adopted in the current cooperation framework. As Chairman of the Non-Aligned Movement, Indonesia had given special support to South-South cooperation by sharing its experience with other developing countries, most recently with some African countries. UNDP would continue to support the efforts of the Government during the implementation of the new cooperation framework. UNDP had assisted the Government in the formulation of a national HIV/AIDS strategy. The UNDP role in the framework would be to assist the Government to ensure that future assistance by all development partners, including UNDP, were managed in an integrated and coordinated manner.

49. The Executive Board approved the UNFPA country programme for Indonesia (DP/FPA/CP/146), the UNDP cooperation framework with Indonesia (1995-1999) (DP/CP/INS/5) and took note of the Note of the Administrator (DP/CP/INS/NOTE/5).

UNFPA assistance to the Government of Turkey (DP/FPA/CP/147)
UNDP fifth country programme for Turkey (DP/CP/TUR/5)

50. The Director of the Regional Directorate for Europe and the Commonwealth of Independent States (RDEC) stated that the broad areas of concentration of the UNDP fifth country programme for Turkey were implementation of the global agenda for development; urbanization; social development and disparity reduction; and the strengthening of national capacity to provide technical cooperation support to other countries.

51. The Director of Multilateral Economic Affairs of the Ministry of Foreign Affairs of Turkey commented on the developmental plans of his country and highlighted the positive contribution of UNDP to his country's national efforts. He also noted that the valuable but modest UNDP resources were enlarged by Government cost-sharing as a symbol of national commitment to the country programme. The Representative added general comments on the different components of the programme and noted that the UNDP programme was undertaken in the framework of the CSN approved by the Government. The Director also registered the offer of his Government to utilize the country as a centre for regional activities, including the offer to open a regional UNDP office in Istanbul. His delegation noted a discrepancy between the figure provided by the World Bank for per capita gross national product used in the report and that provided by his Government. The Representative also pointed out the successful cooperation with UNFPA and stressed that the support of UNFPA was sought for the activities leading to improvements of vital registration systems in Turkey.

52. Several delegations expressed their satisfaction with the general thrust of the country programme and with the areas of concentration. The delegations welcomed the fact that Turkey was among the first countries that had produced a CSN, and that the UNDP programme was well integrated in the framework. Clarification was sought on the issues of UNDP support to the technical cooperation of Turkey with other countries, the nature of the support to the Habitat II process, and the information in the document of the current socio-economic situation of Turkey.

53. The Resident Representative in Turkey noted that most of the cooperation programmes between Turkey and other countries were funded with cost-sharing resources. He stated that Turkey had a comparative advantage in terms of geographical location, cultural affinity and relative development level with the countries of Central Asia. The Resident Representative added that the support to the Habitat II process was purely technical. Finally, he noted that mechanisms were in place to make the necessary adjustments to the programme based on the changing socio-economic reality.

54. The Executive Board approved the UNFPA country programme for Turkey (DP/FPA/CP/147) and the UNDP fifth country programme for Turkey (DP/CP/TUR/5).

55. One delegation, on behalf of others, commended UNDP and UNFPA for moving toward greater harmonization of their country programmes. The presentations on Turkey and Indonesia had been an important first step in that direction. The delegation stated that the next appropriate step could be further harmonization of formats and content, and perhaps even joint country programme presentations. It was also noted that the Joint Consultative Group on Policy (JCGP) had recognized the value of harmonization, as reflected in document DP/1995/18, which gave an account of the work the Group was undertaking in harmonizing definitions and guiding principles for monitoring and evaluation. The harmonized presentation of budgets and accounts by UNDP and UNFPA, a result of Executive Board decision 94/30, would also make for greater comparability between the various funds and programmes. Moreover, all funds and programmes would benefit from greater transparency in their budget presentations. In that regard, the delegation drew attention to the recommendation of a recent management study carried out by the United Nations Childrens Fund (UNICEF), which asked that integrated field office budgets be

prepared for each programme country. That would include sections for expenditures of both programme and administrative nature in the same budget. It was suggested that UNDP and UNFPA consider moving toward the concept of integrated budgeting in their future country progammes.

56. Another delegation pointed out that, while valuable, the discussion on UNDP and UNFPA country programmes had taken place after the programmes were finalized. He raised the possibility that UNDP could adopt a procedure similar to that approved recently by the UNICEF Executive Board, by which the Board would discuss an outline of the proposed country programme. One delegation pointed out that the programmes of the two organizations were quite different. The Secretary of the Board said that the UNICEF decision would be studied by UNDP. Another delegation suggested that country programmes of more than 12 pages contain executive summaries.

UNDP SEGMENT

IV. UNDP: COUNTRY PROGRAMMES AND RELATED MATTERS

57. The Administrator briefed the Executive Board on the activities of UNDP since the first regular session. He highlighted UNDP participation in the World Summit on Social Development (WSSD) and said he was pleased with the mandate given to UNDP in the WSSD Programme of Action. He stated that UNDP would be involved in a major effort to implement the agreements reached at WSSD. The Administrator had chaired a meeting of the Senior Officials in the Economic and Social fields on behalf of the Secretary-General. The Administrator also informed the Board of his work, in cooperation with the Executive Secretary of the Economic Commission for Africa, to strengthen United Nations assistance to capacity-building in Africa.

58. The Administrator had addressed the Conference of the Parties to the Framework Convention on Climate Change, held in Berlin, where he emphasized the need for all countries to take part in the effort to contain climate change. In March, he had visited Malaysia to attend the Asia and Pacific regional meeting of UNDP Resident Representatives. The Administrator informed the Executive Board that UNDP had been one of five organizations contacted by the Chairman of the Intergovernmental Negotiating Committee of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa, regarding the ability to host the Global Mechanism of the Convention. He stated that UNDP had corresponded with the Chairman of the Intergovernmental Negotiating Committee expressing commitment to the implementation of the Convention through the Office to Combat Desertification and Drought (formerly UNSO) and willingness to host the Global Mechanism, and affirmed that a close dialogue would be maintained.

59. The Administrator underlined his efforts to address the declining interest in development cooperation and development assistance. He stated that he was doing all he could to enhance public suppport in those areas by re-stating the case for development cooperation in the post-Cold War context. He had undertaken resource mobilization efforts in Canada, Italy and the

United States during the first part of 1995, and participated in a group meeting with donors from the Nordic countries. He explained that he saw his role as Administrator as having four major responsibilities: to get the goals right; to get good people in the right positions; to design a structure that would help to achieve the goals; and to ensure external support. A paper on UNDP goals, based on external discussions and those held with the Executive Board, was distributed.

60. Recent appointments and senior staff reassignments were outlined by the Administrator. He stated that the reassignment exercise had made tremendous strides toward getting people positioned in order to implement UNDP's "Initiatives for change." In the area of personnel policy, an internal paper on the advancement of women within UNDP was being finalized. The Administrator cited the importance of the new biennial budget, to be approved by the Executive Board at its third regular session 1995. He also addressed the recent restructuring of UNDP headquarters.

61. In conclusion, the Administrator outlined the several topics that would be discussed in the coming months: discussions on the Agenda for development; the United Nations fiftieth anniversary; the trienniel policy review; and the relationship of UNDP with the regional economic commissions. The case for development cooperation was now strongest while support was smallest. The outcome of the discussions on the Agenda for development would dramatically affect the future of the United Nations as a development institution. Moreover, he added, it was imperative for the United Nations to be a strong force for development if it was to be a force for peace. The Administrator reiterated the importance of the UNDP focus on poverty elimination within the creation of a sustainable human development framework. The future of UNDP, he said, rested with its ability to operate successfully at the country level.

62. One delegation expressed appreciation for the information regarding the Global Mechanism of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa. The delegate asked that further consultations take place with the Board before UNDP accepted a formal offer by the Conference of Parties of the Convention, should that offer be made.

A. Regional Directorate for Europe and the Commonwealth of Independent States

63. In introducing the first country programmes for Belarus, Estonia, the Kyrgyz Republic, Latvia, Lithuania, the Republic of Moldova, Ukraine and Republic of Uzbekistan, the Director of the Regional Directorate for Europe and the Commonwealth of Independent States pointed out that despite the diversity among the group of countries, they shared common concerns related to the process of transition to democratic societies with market-oriented economies. Most of their economies were continuing to decline and all were affected by the related social consequences.

64. Owing to the lack of previous UNDP programme experience in the region, it had been difficult to establish clearly identifiable niches on which to build the programmes. However, the programmes were now moving forward with much greater focus, clarity and sustainability. The overarching framework for

the programmes were the national human development reports which, with the overall support and coordination of UNDP, were produced by the countries themselves. The Director, RDEC, announced that the focus of the 1996 Workplan for the reports would be the preparation for the Second United Nations Conference on Human Settlements (Habitat II), to be held in Istanbul in June 1996.

65. Other characteristics of the UNDP presence in the region were TCDC initiatives, which allowed the countries to gain access to experience accumulated in other regions. The third element was the role played by the national execution modality, which was increasingly becoming the norm in the implementation of programme activities. Within the programmes, the main areas of concentration were: external resources management; democracy; governance and participation; gender in development; transition to market economies; and environment.

66. The Regional Director stated that he would provide the Executive Board at a later stage with a more detailed presentation on the role and reach of UNDP in the region. That would be done after consultations with the countries of the region to ensure their endorsement.

67. Several delegations expressed their support for the eight country programmes in the RDEC region. One representative emphasized that, despite the very limited programming resources available to the RDEC region, the UNDP comparative advantage was clearly evident, a view supported by several other delegations. He expressed hope that, within resources available to UNDP, RDEC would be strengthened. The areas of concentration, as elaborated in the country programmes, were endorsed by his Government and it was felt that they would pave the way for closer cooperation and form the basis for democratization. The representative strongly endorsed activities that supported the advancement of women, transition to market economy, and protection of the environment. He also urged existing national potentials to be utilized to the fullest extent.

68. Another delegation stated that the temporary assistance of UNDP to the countries was indeed complementary to existing bilateral aid programmes. The potential for developmental cost-sharing resources was also welcomed. One delegation questioned the use of the phrase "temporary assistance".

69. Another delegation expressed concern that the small amounts allocated to the countries over the current four year cycle (between $6.2 to $8 million) could lead to programme fragmentation. It was therefore felt that concentration and prioritization of activities, especially in the poorest countries, was important.

70. One delegation questioned the comparative advantage of UNDP in restructuring and privatization. He also asked how firm the cited estimates were for cost-sharing.

71. The Director, RDEC, in response, stated that the present cost-sharing figures represented firm commitments of what UNDP expected to receive. He cited the comparative advantages of UNDP as its neutrality, impartiality, and its ability to draw globally on the best expertise. He referred in particular to the important role of UNDP in issues of civil society and market reform.

First country programme for Belarus (DP/CP/BYE/1)

72. In introducing the first country programme for Belarus, the Deputy Prime Minister of Belarus stated that his country had become an active cooperation partner for development within the framework of the United Nations. He underlined the catalytic effect of the UNDP country programme, envisaging that the programme's activities would continue well after its completion. Owing to the limited financial resources of both his Government and UNDP, it was expected that third-party cost-sharing would be obtained to carry out a significant part of the programme.

73. The Executive Board approved the first country programme for Belarus (DP/CP/BYE/1).

First country programme for Estonia (DP/CP/EST/1)

74. The Permanent Representative of the Republic of Estonia stated that the first country programme was one of the means through which his country hoped to manage the process of change. He stressed that UNDP had developed a unique role through which it enhanced coordination of international assistance efforts in Estonia while pursuing its unique role as a neutral but active partner in transition activities.

75. The country programme would focus on administrative reform, particularly relating to crime prevention and criminal justice reform, the development of a more efficient civil service, and refugees; economic strategies, especially in the field of employment creation through assistance to small-business development, and, drawing from the Estonian National Human Development Report, definition and establishment of policies to tackle the social impact of transition.

76. One delegation indicated that attention should be paid to avoiding duplication of efforts undertaken in Estonia by bilateral programmes and the World Bank, in particular on economic strategies and policies. He also stressed that UNDP should promote subregional cooperation with the other Baltic countries.

77. The Executive Board approved the first country programme for Estonia (DP/CP/EST/1).

First country programme for the Kyrgyz Republic (DP/CP/KYR/1)

78. The Director, RDEC, in his opening remarks, stated that the priorities of the programme were support to the process of democratization, aid management and coordination, management development, and training.

79. The Executive Board approved the first country programme for the Kyrgyz Republic (DP/CP/KYR/1).

First country programme for Latvia (DP/CP/LAT/1)

80. The Permanent Representative of Latvia to the United Nations stated that UNDP was a key partner for his country. Moreover, his Government, drawing on UNDP neutrality, had established a comprehensive programme focused on highly sensitive political priorities. Those activities were concentrated in three main areas: democratization and promotion of social integration, which would absorb almost three-quarters of resources for projects that would include protection and promotion of human rights, development of a national Latvian language training programme, and judicial training; public administration reform and governance, which included support to civil service reform and building capacity for enhanced economic management; and the social impact of transition, in particular provision of strategic support to pension reform and monitoring the impact of the transition process. The Permanent Representative thanked the donors who had been involved in key projects through cost-sharing.

81. The Executive Board approved the first country programme for Latvia (DP/CP/LAT/1).

First country programme for Lithuania (DP/DP/LIT/1)

82. The Permanent Representative of Lithuania introduced the country programme, stating that the programme concentrated on four areas: democratization and civil society development; public administration reform, with emphasis on capacity-building for improved public sector efficiency; human resource development for the market economy, with emphasis on training in economic management; and alleviation of the social impact of transition, with attention on policy formulation and monitoring of human development indicators. The Permanent Representative underlined the political importance of the presence of the UNDP country office.

83. The Executive Board approved the first country programme for Lithuania (DP/CP/LIT/1).

First country programme for the Republic of Moldova (DP/CP/MOL/1)

84. In introducing the country programme, the Permanent Representative of the Republic of Moldova underscored the importance of the UNDP presence in Moldova and its support to efforts by his Government, especially in the areas of trade and private sector development. Moreover, the programme responded to the requirements outlined in General Assembly resolution A/48/266 of 28 September 1994, in which the Assembly called on the United Nations system to assist in the country's rehabilitation efforts. He added that the country programme was launched with World Bank and International Monetary Fund (IMF) assistance.

85. The Executive Board approved the first country programme for the Republic of Moldova (DP/CP/MOL/1).

First country programme for Ukraine (DP/CP/UKR/1)

86. The Permanent Representative of Ukraine outlined the areas of concentration for the Ukraine country programme: systemic reform; human development; and environmental management. He referred to resources that had been pledged for seven projects, including the Crimea Integration and Development Programme and Environmental Management of the Dnipro River Basin. The Permanent Representative appealed to donors participating in those projects to make available those resources that had been pledged. Reference was also made to the preparation of the 1995 Ukraine Human Development Report, which provided the overarching framework for the areas of concentration in the country programme and also served as an input to the WSSD.

87. The Permanent Representative expressed regret that the limited UNDP resources made available to Ukraine did not correspond to the situation that continued to exist in the country. He added that the development of UNDP activities in Ukraine was severely hampered by the lack of core resources allocated to Ukraine.

88. The Executive Board approved the first country programme for Ukraine (DP/CP/UKR/1).

First country programme for Uzbekistan (DP/CP/UZB/1)

89. The Permanent Representative of Uzbekistan indicated that the preparation of the first country programme coincided with a period of democratic and market reforms in his country. The Government had chosen a path of development based on gradual strengthening of the economy while maintaining social stability.

90. The issue of guaranteeing the coverage of basic human needs had become the basis for Uzbekistan's cooperation with the United Nations and UNDP.

91. The Permanent Representative further indicated that the country programme was created while the specific needs of Uzbekistan had been taken into account and fully reflected the priorities set by the Government. Parts of the country programme had been presented at the latest Consultative Group meeting for Uzbekistan and had received a positive response from the donor community.

92. The Representative of Uzbekistan thanked the authorities of Germany and the Netherlands for their continuous support for his country's transition. He reaffirmed his conviction that through coordination with other donors, the work of UNDP work in Uzbekistan would bring about concrete and positive results.

93. The speaker went on to say that the reputation of the United Nations and UNDP was built not only in New York, but also locally, through the implementation of programmes, through missions of experts from the various United Nations agencies, and through the activities of the UNDP offices. The role of RDEC had been instrumental in assisting Uzbekistan in its first steps towards a market economy.

94. The Permanent Representative of Uzbekistan reiterated that it was necessary to realize that RDEC worked in a region where new countries had evolved through a unique process. That was why his Government strongly supported the granting of fully-fledged regional bureau status to the Regional Directorate.

95. The Executive Board approved the first country programme for Uzbekistan (DP/CP/UZB/1).

B. Regional Bureau for Latin America and the Caribbean

Fifth country programme for Barbados (DP/CP/BAR/5)

96. The Assistant Administrator and Regional Director of the Regional Bureau for Latin America and the Caribbean (RBLAC) said the country programme was being presented against the background of continuing economic and structural reforms. Following nearly two decades of stable social and political developments and sound economic management, Barbados had in 1991 embarked upon a stabilization and structural adjustment programme, which had yielded positive results.

97. The current challenge to Barbados was to maintain sustained economic growth while continuing to reduce high levels of unemployment. Also, significant efforts in respect of environmental and natural resources management would be required. The country had attained the status of net contributor and was essentially no longer able to access concessionary funding from the multilateral financial institutions. In that regard, the major challenge for the Government would be the maintenance and expansion of its public sector investment programme by relying increasingly on internal financing.

98. In support of the Government's efforts at sustainable human development, UNDP support would be concentrated in the areas of environmental management and public sector management development. Aid coordination was conducted primarily under the aegis of the Caribbean Group for Cooperation in Economic Development. Periodic meetings of all United Nations system agencies resident in Barbados were held. UNDP would seek to assist the Government in mobilizing resources from multilateral and bilateral donors and agencies in support of the programmes to be developed under the fifth country programme.

99. The Executive Board approved the fifth country programme for Barbados (DP/CP/BAR/5).

Third country programme for the British Virgin Islands (DP/CP/BVI/3)

100. The representative of the United Kingdom welcomed the close collaboration with UNDP in the country. He observed, however, that the United Kingdom was moving out of providing capital assistance and would not be offering support to the Pebbles Hospital, as stated.

101. The Assistant Administrator and Regional Director, RBLAC explained that the reference was in error, and that the assistance referred to had been for the previous programming cycle.

102. The Executive Board approved the third country programme for the British Virgin Islands (DP/CP/BVI/3).

C. Mid-term reviews

Reports on mid-term reviews: an overview

103. The item was introduced by the Associate Administrator and Director of the Bureau for Policy and Programme Support (BPPS).

104. In his opening remarks, the Director highlighted the importance attached to the mid-term review process by both UNDP and the programme countries. The main observations on the 1994 mid-term review process were as follows: that the country programmes remained relevant to the national development priorities of the countries concerned; particular attention was being paid to national capacity-building, national execution, the programme approach and aid coordination; and there was concern about the lack of linkages between the mid-term review process and other United Nations related processes such as the country strategy note, the round table mechanism and Consultative Group meetings.

105. The Director also noted that the International Conference on Population and Development and the World Summit on Social Development mandated new priorities against which UNDP-supported programmes would be reviewed during the mid-term review process. He also stated that UNDP had taken steps to tighten the planning and management of the mid-term review process to avoid the slippage experienced in 1994, during which time only 16 out of 60 planned reviews had taken place.

106. Several delegations expressed satisfaction with the report, which they said they regarded as candid. Mentioned in particular were the implications of UNDP-supported national execution units, the importance of coordination through the country strategy note and joint programme review exercises, the need to establish linkages between the various United Nations-related processes, the implications of over-programming in Comoros and Seychelles, and the slackness in the management of mid-term reviews and monitoring and evaluation by UNDP was also emphasized.

107. In conclusion, UNDP reaffirmed the importance it attaches to the mid-term review process as a high priority management tool. Action had been taken to improve the management of the process in 1995, taking due consideration of the concerns raised by members of the Board.

108. The Executive Board took note of the report, DP/1995/17.

Mid-term review of the sixth country programme for Bangladesh

109. The representative of Bangladesh reiterated his Government's appreciation for the timely mid-term review, which he stated was of high quality, and expressed support for its recommendations. While commending the progress achieved in national execution, he noted the need for a more vigorous expansion of the modality. He also asked that mid-term review meetings be made more effective through improved planning and adherence to decisions made. He suggested that the role of consultants be kept to the bare minimum in future reviews. He also proposed that a particular programme/project be studied in detail in order to draw lessons on how best to improve programme effectiveness.

110. The representative of the Regional Bureau for Asia and the Pacific confirmed that steps had already been taken to accelerate the pace of national execution, including training for directors of nationally executed projects. The representative stressed the high degree of national ownership of the review process, which was due to the participatory mode adopted for the review. Most of the preparatory work had been carried out by joint Government-UNDP committees rather than by consultants. The idea of selecting one particular programme or project for in-depth study in future mid-term reviews was welcomed.

111. The Executive Board took note of the mid-term review of the sixth country programme for Bangladesh (DP/1995/17/Add.1).

Mid-term review of the fifth country programme for Chad

112. One delegation underlined the important leadership role of the United Nations resident coordinator in Chad and asked UNDP to strengthen its assistance in civic education and the reintegration of demobilized military personnel in the country.

113. The representative of the Regional Bureau for Africa underlined the full commitment of UNDP to ensuring the leadership of the Resident Representative during the ongoing political transition in Chad and highlighted the Programme's role in civic education and demobilization of military personnel through its "Three D's" initiative: demilitarization, democracy and development.

114. The Executive Board took note of the mid-term review of the fifth country programme for Chad (DP/1995/17/Add.2).

Mid-term review of the sixth country programme for Guatemala

115. One delegation welcomed the more focused approach of the programme. It would, however, have liked more information on the contribution of UNDP to the post-International Conference on Central American Refugees (CIREFCA) process, in particular with regard to the implementation of the peace agreements. Further information on the mechanisms of coordination with the United Nations Mission for the Verification of Human Rights and of Compliance with the Comprehensive Agreement on Human Rights in Guatemala (MINUGUA) and other United Nations agencies was also requested. The delegation commended the efforts carried out in the areas of gender and the environment. National execution was also welcomed.

116. The representative of the Regional Bureau for Latin America and the Caribbean explained that the UNDP programme was being refocused to support the peace process and the implementation of the agreements. UNDP was working very closely with MINUGUA through the establishment of a joint unit. Efforts were also being undertaken to improve coordination with other United Nations agencies and the donor community.

117. The Executive Board took note of the mid-term review of the sixth country programme for Guatemala (DP/1995/17/Add.3).

Mid-term review of the fifth country programme for Malawi

118. The Executive Board took note of the mid-term review of the fifth country programme for Malawi (DP/1995/17/Add.4).

Mid-term review of the fifth country programme for Tunisia

119. The Executive Board took note of the mid-term review of the fifth country programmes of UNDP and of UNFPA for Tunisia (DP/1995/17/Add.5).

V. UNDP EVALUATION

120. The Director of the Office of Evaluation and Strategic Planning (OESP) introduced the report (DP/1995/18). Acknowledging the significant challenges currently facing the development community, she informed the Board that OESP had been operational for just eight months, not sufficient time to address all of those challenges. The Director said the role of OESP within UNDP was to transform UNDP into a learning organization by ensuring that lessons learned were fed into decision-making. The Office had embarked on several initiatives to strengthen the link between learning and planning. The Director underlined the important contribution of UNDP to the Organization for Economic Cooperation and Development/Development Assistance Committee (OECD/DAC) database. The Office was exploring means of disseminating its findings more widely and decentralizing its database for on-line use in all UNDP country offices. Copies of the report entitled "UNDP's Findings in 1994" were made available.

121. The Director announced that a second volume, "Building a New UNDP", which outlined the way forward to enhanced performance and quality, would soon be available. She then discussed the various approaches to evaluation, acknowledging that in times of shrinking budgets for development, there was a temptation to use evaluation as a control mechanism. While it was essential that evaluation be used to support transparency and good management, the results of evaluation were sustainable only when lessons were learned. Knowledge was the key to development - knowing what works and why. One obstacle to learning that had plagued the development community, she continued, was a defensive

atmosphere that associated acknowledgement of mistakes with reduced funding. The Director pointed out that evaluators must learn what educators had known for some time: that learning thrived in a safe environment. In conclusion, she emphasized the new opportunities for organizational learning created through the dynamics generated in the integration of evaluation and strategic planning.

122. Several delegations thanked the Director of OESP for the transparency and frankness of the report, noting that the preparedness to share criticisms of UNDP was a credit to the organization. Some delegations were especially pleased to see that the comments of the Board of Auditors had been addressed with seriousness. Several delegations expressed support for the idea of evaluation being continuous and learning-focused. That support was accompanied by observations that the direction of the new office had been positive so far but that it had significant challenges ahead. In that regard, some delegations stated that the work programme of OESP seemed too ambitious.

123. One delegation suggested that UNDP was behind in its progress on participatory evaluation, as donor countries had been ensuring participation from programme countries for some time. Another delegation questioned the progress of UNDP in capacity development for evaluation.

124. Concern was expressed by several delegations about the independence of evaluation since it had been placed in a more influential part of the organization. While recognizing that the restructuring gave more status to the evaluation function and created the potential for lessons learned to be fed back into decision-making processes, several delegations stated that it was essential to preserve the independence of the evaluation function.

125. Other delegations expressed concern about the adequacy of funding for the evaluation and monitoring functions. Several delegations emphasized the importance of the monitoring function and requested guidelines and mechanisms to ensure that lessons learned were implemented at the country-office level, especially given increased decentralization. Some delegations requested specific information about the mechanisms for linking evaluation and planning at the country level. Others stressed the importance of the identification of evaluation instruments in the design stage.

126. Some delegations questioned whether programme countries would be involved in the design of monitoring and evaluation mechanisms. Others expressed interest in participating in the development of those mechanisms and the operationalization of lessons learned.

127. One delegation expressed concern that too few thematic evaluations were conducted during 1994 while others commended OESP for its evaluations of national technical cooperation assessment and programmes (NATCAPs), the resident coordinator function and national execution. One delegation questioned whether cross-sector evaluations and evaluations of evaluation instruments were being carried out. Another asked whether the office would evaluate itself or use external evaluators. Some delegations requested more information about implementation of the control aspect of evaluation.

128. In response to questions, the Director clarified the definition of "participatory evaluation", explaining that, while UNDP had been conducting tripartite reviews with governments in programme countries for some time, "participatory evaluations" involved all stakeholders, especially the ultimate beneficiaries of projects, in evaluations. The Director welcomed those expressions of interest and ensured the Executive Board that through several initiatives, including the Programme Impact Performance Assessment, the Centres of Experimentation, and the field training programme on evaluation, programme countries would indeed be involved in the development of those mechanisms. She also informed the Board that OESP had thus far been on track with its targets for the 1995 work programme. On the question of capacity development, she cited information indicating that UNDP was a leader in the OECD/DAC on the development of evaluation capacity in programme countries. She added that UNDP made extensive use of external consultants.

129. The Executive Board took note of the report on evaluation (DP/1995/18).

VI. UNDP: MATTERS RELATING TO THE LEAST DEVELOPED COUNTRIES

130. The Associate Administrator introduced the item by providing an overview of the present economic and social situation of least developed countries (LDCs), based on the 1995 report of the United Nations Conference on Trade and Development (UNCTAD) on LDCs. He pointed out that UNDP was providing both central and country-level resources within present budget constraints to support the mid-term global review of the Plan of Action for least developed countries for the 1990s.

131. Several delegations commended UNDP for the report. One delegation called on UNDP to continue to support national capacity-building for aid coordination and added that Governments of LDCs indeed had a responsibility for policy reform but that the international community also needed to give special attention to LDCs, especially those with structural adjustment programmes.

132. Some delegations noted with concern that the percentage share of the total country indicative planning figure (IPF) resources of the Africa region allocated to LDCs had decreased by 3.9 per cent from the fourth to the fifth programming cycle. Others stressed the need to focus UNDP core resources on poverty alleviation and called on donors to contribute to the Special Measures Trust Fund for Least Developed Countries (SMF/LDC), which, despite the efforts of UNDP, had received no new contributions. One delegation expressed support for the institutional link between UNCTAD and UNDP. Others emphasized the importance of round-table meetings and national technical cooperation assessment and programmes (NATCAPs) in mobilizing resources and promoting policy reforms.

133. The representative of the Bureau for Resources and External Affairs said that one of the reasons why the share of African LDCs in the Africa region's country IPFs had fallen was the addition of new programme countries. The

decline was thus technical and not the result of deliberate action or inaction. The recommendations of delegations for the next programming period with regard to LDCs would be taken into account.

134. A draft decision was introduced. One delegation asked that more transparency be ensured in the preparation of draft decisions by the Board. Another delegation said that the Executive Board's new working procedures should be more operational and that the texts of decisions should be shorter.

135. The Executive Board adopted the following decision:

95/12. Matters relating to least developed countries

The Executive Board

1. Welcomes the report of the Administrator contained in document DP/1995/19 and the efforts made to address the special needs and priorities of the least developed countries;

2. Welcomes the establishment of an institutional link between the United Nations Development Programme and the United Nations Conference on Trade and Development for the coordination and exchange of information on mattes relating to the least developed countries.

3. Notes with appreciation the work of the Special Measures Fund for the Least Developed Countries, which is providing valuable assistance to the least developed countries and requests the Administrator to examine the possibilities for revitalizing the Fund;

4. Requests the United Nations Development Programme to assist in providing the necessary support to the preparations for the mid-term review in 1995 of the Programme of Action for the Least Developed Countries in the 1990s and in mobilizing funding for the participation of least developed countries;

5. Urges the Administrator to ensure that poverty eradication is further strengthened in future activities of UNDP and, in particular, that high priority is given to the least developed countries, keeping in mind the commitments made at the World Summit on Social Development and;

6. Requests the Administrator to keep under review the outcome of the relevant United Nations conferences and of the mid-term review of the Programme of Action and the implications for interventions by the United Nations Development Programme in the least developed countries and to report to the Executive Board as necessary.

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136. One delegation stated that his approval of paragraph five of the decision was without prejudice to the priorities of UNDP in individual countries and the ongoing negotiations on respective allocations by UNDP. Another delegation supported that view and underlined that poverty eradication was one of the four priorities of UNDP approved by the Executive Board.

VII. UNDP: MATTERS RELATING TO THE PROGRAMMING CYCLE

137. The President informed the Executive Board that item 6 would be taken up in informal consultations since the documentation on the programming period had not been available in all languages until the previous week.

VIII. UNDP: HIV AND DEVELOPMENT NATIONAL PROFESSIONAL OFFICERS

138. For consideration of this agenda item, the Executive Board had before it the report of the Administrator on HIV and Development National Professional Officers (DP/1995/21).

139. In introducing the report, the Administrator reiterated the continuing support of UNDP to and active participation in the Joint and Co-sponsored United Nations Programme on HIV and AIDS. He stressed that not only was UNDP committing resources to the new programme at the global level but that it was also working in close collaboration with the Joint and Co-sponsored Programme in carrying out the responsibility of UNDP to manage and strengthen the resident coordinator system. He outlined the agreed roles and functions of UNDP after the establishment of the Joint and Co-sponsored Programme and stated that the HIV and Development National Professional Officers (NPOs) were an important part of the strategy of UNDP for mainstreaming the subject of HIV into its work, to be done in collaboration with the Joint and Co-sponsored Programme.

140. The Director of the HIV and Development Programme stated that, subsequent to the establishment of the Joint and Co-Sponsored Programme, there had been ongoing discussions with regard to the relationship between the new programme and the mainstreaming functions of NPOs.

141. Several delegations expressed their satisfaction with the progress made in the establishment of the Joint Co-Sponsored Programme and the appointment of its Director. They urged the co-sponsoring organizations to continue to support the establishment process to build on developing cooperation among themselves. They stressed the importance of setting governance arrangements as soon as possible. Questions were raised about how NPOs and regional and intercountry activities of UNDP would relate to those of the Joint Co-Sponsored Programme and whether UNDP would prepare a strategy for mainstreaming HIV into its ongoing work in collaboration with the Programme. Clarification was also sought on where the financial support of UNDP to the Programme would be reflected in its budget for the framework for the next programming period.

142. In thanking the delegations for their helpful comments and questions, the Director of the HIV and Development Programme confirmed that interregional, regional and intercountry activities remained the subject of collaborative dialogue both between UNDP and the Joint Co-Sponsored Programme and among the co-sponsoring organizations. She stated that decisions with regard to the continuation of such activities awaited the emergence of the vision and strategic plan of the Programme for programming at those levels. She suggested that the reservation of UNDP funds for the Joint Co-Sponsored

Programme might be reflected in line 1.3 of the budget presented as table 1 in document DP/1995/15. The Director further stated that the strategic framework within which the UNDP HIV and Development NPOs would work with the JCP was a matter of ongoing definition and would be discussed with NPOs at residential training workshops, to which representatives of co-sponsoring organizations had been invited.

143. The Director also listed the areas in which UNDP provided support to the Joint Co-Sponsored Programme, reaffirming that UNDP would be seconding staff to the Programme and that decisions with regard to the selection of such staff rested with the Director of the Programme.

144. The delegation welcomed the clarification by UNDP of its financial support to the Joint Co-Sponsored Programme and wished, through the draft decision, to emphasize the importance of mainstreaming HIV and AIDS into UNDP and UNFPA programmes and regular activities and of ensuring that the HIV and Development NPOs carried out their duties in accordance with the objectives of Joint Co-Sponsored Programme. A discussion on amendments ensued, in order that the wording of the decision should better reflect the Executive Board's concern that UNDP and UNFPA work in close collaboration and in accordance with the Joint Co-Sponsored Programme. Following circulation of the Declaration of the Paris AIDS Summit, as requested by several delegations, the Board adopted the following decision:

95/11. Joint and Co-Sponsored United Nations Programme on HIV/AIDS

The Executive Board

1. Urges the Administrator of the United Nations Development Programme and the Executive Director of the United Nations Population Fund, in common with the other co-sponsoring agencies, to participate actively in the Joint and Co-sponsored United Nations Programme on HIV/AIDS and to support the Executive Director of the Programme;

2. Notes with satisfaction the Declaration of the Paris AIDS Summit, held on 1 December 1994;

3. Urges that all appropriate measures be taken by the Administrator of the United Nations Development Programme and the Executive Director of the United Nations Population Fund in the framework of the Joint and Co-sponsored United Nations Programme on HIV/AIDS to implement the Declaration of the Paris AIDS Summit;

4. Requests the Administrator of the United Nations Development Programme and the Executive Director of the United Nations Population Fund to develop a strategy for the inclusion of HIV/AIDS components in their programmes and regular activities within the framework of the joint and co-sponsored United Nations programme on HIV/AIDS;

5. Urges the Administrator to ensure that the HIV and Development National Professional Officers referred to in paragraph 23 of Governing Council decision 93/35 carry out their duties in close collaboration and in accordance with the objectives of the Joint and Co-sponsored United Nations Programme on HIV/AIDS.

7 April 1995

IX. UNITED NATIONS DEVELOPMENT FUND FOR WOMEN

145. The President of the Executive Board welcomed the new Director of the United Nations Development Fund for Women (UNIFEM), who presented document DP/1995/22 and addressed the financial situation of UNIFEM. The Fund Director outlined achievements of UNIFEM during the last 20 years and informed the Board of the financial situation the Fund was facing. She assured the Board that the current financial problems were being addressed in collaboration with UNDP. Actions being taken included improving the financial management system of UNIFEM, developing cost-sharing partnerships with major donor institutions, diversifying fund-raising sources, and establishing appropriate financial bridging mechanisms in collaboration with UNDP. In conclusion, the Fund Director asked the Board to propose recommendations to strengthen UNIFEM so as to enable the Fund to meet its commitments to women and to promote sustainable human development.

146. The Administrator emphasized the strong support of UNDP for UNIFEM. The Executive Board was informed that the current financial situation had been examined by internal auditors and that UNDP and UNIFEM were working collaboratively to address the situation. The Administrator further pointed out that every opportunity should be taken to support UNIFEM and that UNDP would consider bridging actions to assist the Fund. The Administrator announced that a comprehensive and informative report on the financial situation, including specific proposals, would be presented to the Board at its annual session 1995.

147. A preliminary paper on the financial situation of UNIFEM was distributed at the meeting.

148. The members of the Executive Board expressed serious concern about the substantial deficit faced by UNIFEM and asked for an urgent and detailed report on how the situation had arisen and the measures that would be taken to correct it. They expressed concern that the matter had not been brought to the Board's attention earlier and that full information, particularly regarding the 1995 commitments of UNIFEM, had not been presented to the Board at the outset of the meeting. The report would be made available to the members and discussed at an informal meeting on 9 May, prior to the annual session. UNIFEM and UNDP were instructed to work closely together to address the financial and managerial issues and to put in place systems that would avoid a repetition of the situation. While acknowledging the importance of UNIFEM activities, especially the preparations for the Fourth World Conference on Women, the members also expressed the need for UNIFEM to take all possible steps to bring its commitments as closely into line with its income as possible while seeking to protect its activities relating to the Conference.

149. One delegation asked that the mandate of UNIFEM be extended to cover the Eastern European region, which was covered by the regular programme of UNDP.

150. In his closing statement, the Administrator assured the Executive Board that the financial situation of UNIFEM had not arisen from any misconduct but rather from a failure of management and administrative controls, which UNIFEM and UNDP were in the process of addressing.

151. The Executive Board adopted the following decision:

95/10. United Nations Development Fund for Women

The Executive Board

1. Notes with deep concern the statements made by the Administrator and the Director of the United Nations Development Fund for Women to the Executive Board at its second regular session and expresses its deep concern over the serious financial and administrative situation in the Fund;

2. Also notes the efforts undertaken to date by the Administrator and the Director to meet these concerns;

3. Requests the Administrator, in cooperation with the Director and the Consultative Committee:

(a) To present as soon as possible a detailed analysis of the reasons for, the scope of and implications, at all levels, for the United Nations Development Fund for Women and the United Nations Development Programme of the financial and administrative situation in the Fund, including an up-to-date balance sheet of the Fund's finances and details of the operation of the Fund's operational reserve and guidelines governing access to it;

(b) To present as soon as possible a report on all the matters concerning steps taken to strengthen the financial, administrative and managerial oversight of the United Nations Development Fund for Women, including the role of the United Nations Development Programme in providing supervision and systems;

(c) To draw up a plan, without delay, which will put the finances, administration and management of the United Nations Development Fund for Women on a sound basis, including the possible need for Executive Board actions and present it to the Board at its annual session 1995;

4. Decides that the United Nations Development Fund for Women should re-examine the operations of the Fund, including its administrative costs, and its commitments as presented to the Executive Board, including all its financial activities in relation to the Fourth World Conference on Women, and that the United Nations Development Fund for Women should undertake all efforts to reduce the size and number of its commitments and disbursements in accordance with projected income and to report on these efforts to the Board, bearing in mind the special responsibilities of the Fund with regard to the Fourth World Conference on Women;

5. Also decides, based on the information given to the Executive Board on the commitments and planned activities of the United Nations Development Fund for Women for the Fourth World Conference on Women, that as of today the Fund shall not enter into any new commitments prior to the deliberations of the Executive Board on the issues contained in the documents requested above;

6. Requests the Administrator, in cooperation with the Director of the United Nations Development Fund for Women, to convene an informal meeting of the Executive Board in May 1995 at the latest in order to provide a progress report on the aforementioned issues as well as a synopsis of the internal audit report;

7. Also requests the Administrator to inform the Board of Auditors of the wish of the Executive Board, that the United Nations Development Fund for Women be included with priority in its current programme of work;

8. Decides to consider, at its annual session 1995, the terms of reference and means of financing for an external evaluation of the United Nations Development Fund for Women;

9. Also decides, in light of the above and awaiting the outcome of the Fourth World Conference on Women, to postpone consideration on the future direction of the Fund to the first regular session 1996.

7 April 1995

X. UNITED NATIONS CAPITAL DEVELOPMENT FUND

152. The Executive Secretary of the United Nations Capital Development Fund (UNCDF), in introducing document DP/1995/23, emphasized the Fund's role in poverty eradication in the least developed countries. He stressed that, although UNCDF was aiming for greater focus by concentrating programmes in a single geographical area in each country, it was not deviating from its mandate and continued to provide infrastructure and credit, particularly to the rural poor. The Executive Secretary noted that approximately 70 per cent of UNCDF resources were earmarked for Africa. In the current climate of democratization and decentralization, UNCDF was forming partnerships with local governments, civil society and the private sector. In addition, UNCDF was promoting South-South cooperation by bringing together community development groups from different countries to share experience in rural development planning, and North-South cooperation by attracting assistance from northern associations of local authorities for southern counterparts. Lessons learned from UNCDF projects which had highly visible results could be transferred to capitals and other assistance agencies for possible replication on a larger scale. The Executive Secretary said the advantages of UNCDF were its size (i.e., between small non-governmental organization and an international financial institution), its experience with participatory approaches, ability to provide grants, and partnership with UNDP. The Executive Secretary informed the Board that the restructuring of UNCDF would reduce staff costs by 15 per cent and enable greater creativity and productivity by bringing management and programming staff into a more direct relationship. While efforts had been made to identify sources of non-traditional financing, the greatest difficulty facing the Fund was a continued decline in resources.

153. The new Executive Secretary of UNCDF was welcomed by the Board. Many delegations expressed support for the work of the Fund in addressing one of the commitments of the World Summit on Social Development, that of increasing assistance to African countries and LDCs. Several delegations noted that the aims of the Fund were similar to those of their own bilateral assistance organizations. The representative of one Government expressed interest in entering into joint programming with the Fund. Many delegations, from both donor and programme countries, acknowledged the overall performance of the Fund, citing particularly its focused approach and ability to engage local partners and its work on the concept of "eco-swaps" and in developing intermediate towns. UNCDF activity in evaluation was also viewed favourably. Delegations from several programme countries noted that UNCDF was well known in the LDCs, with one speaker underlining the reputation of UNCDF for efficiency.

154. Several delegations expressed concern about the relationship of UNCDF with UNDP, and some delegations said that the Fund should make greater efforts to coordinate activities in the field. In response, the Deputy Executive Secretary said that the integration of UNCDF and UNDP programmes was proceeding and that there were a number of examples of close cooperation between the two organizations. Regarding the restructuring, several delegations welcomed reductions in cost while one delegation was concerned that project implementation should not suffer.

155. Many delegations expressed concern over the recent drop in voluntary contributions to the Fund. Several others urged donors who did not currently contribute to the Fund to reconsider entering the donor group. The representative of one donor country announced the intention of his Government to increase its contribution to UNCDF by 12.5 per cent, to approximately $8.2 million. The Fund's efforts to attract non-traditional financing were appreciated, with one delegation recognizing the labour-intensive character of those efforts. One delegation suggested that a new approach to funding through third-party cost sharing, including mobilizing financing from NGOs and higher levels of financing from programme Governments, might be explored.

156. The Executive Board adopted the following decision:

95/9. United Nations Capital Development Fund

The Executive Board

1. Takes note of the present report;

2. Appeals to all interested donor countries, organizations and other parties to make voluntary contributions to the Fund;

3. Encourages the Administrator to continue to refine the community development focus of the Fund, which would include a stronger focus on projects involving local authorities, the private sector and civil society in the context of the mandate assigned to it.

6 April 1995

XI. UNDP: ASSISTANCE TO THE PALESTINIAN PEOPLE

157. The Director of the Programme of Assistance to the Palestinian People (PAPP) said UNDP was grateful for the generous contributions of the international donor community, which had taken advantage of the Programme's long-standing presence in the Territories and capacity to implement large-scale programmes. Since the publication of the report, additional contributions or indications of financial support had been received from the Governments of Finland, Italy, Norway, Sweden, and the United States.

158. In recent months, both the Administrator and the Associate Administrator had visited the West Bank and Gaza. Their visits included consultations with the head of the Palestinian National Authority, and in the case of the Administrator, meetings with the Prime Minister and Foreign Minister of Israel. In March 1995, a new office for UNDP Gaza staff was inaugurated, which would also serve as a base for Gaza-based employees of the United Nations Educational, Scientific and Cultural Organization (UNESCO), UNICEF and the World Food Programme.

159. With reference to the coordination of assistance, UNDP had been represented as part of the United Nations delegation in virtually all meetings of the multilateral working groups, the Ad Hoc Liaison Committee, and the Consultative Group for the West Bank and Gaza Strip. The UNDP office in Jerusalem had played an active role in the recently created Local Aid Coordination Committee, jointly co-chaired by Norway, the World Bank and the United Nations Special Coordinator in the Occupied Territories. UNDP served as the secretariat of the six sector working groups under the auspices of the Committee.

160. The Director underlined the need for bilateral donors to allocate untied funds, in order for the United Nations technical cooperation agencies and UNDP to continue to play a key role. Those funds could provide seed money to enable the United Nations agencies to design new programmes and pipelines of projects, particularly in employment generation.

161. For the future, it was expected that UNDP would increase its focus for a longer-term perspective on poverty eradication, environment, human resources development and governance. The UNDP office was preparing a two-year informal planning framework, in consultation with the Palestinian authorities, for submission to donors before the end of June 1995.

162. The Permanent Observer for Palestine to the United Nations thanked UNDP for its presentation and said quick responses from the donor community were needed. The role of United Nations agencies was appreciated, in particular the establishment of the Special Coordinator for the Occupied Territories. He agreed with the assessment provided by UNDP in its report, that economic development, job creation, and strengthening of public administration were needed. Palestinian institutions should be employed in that regard and pledged assistance should be channeled to the Palestinian authorities. He outlined the difficult economic situation

currently faced. He asked PAPP to redouble its efforts to assist the Palestinian National Authority and expressed his commitment to cooperation in that regard. He also thanked donors who had already contributed to the Programme.

163. Many delegations commended UNDP for its work in the area, especially as a contribution to the peace process. UNDP activities in various sectors, such as job creation and income-generating activities, education, public-institution building, in water resources, agriculture, and fisheries, and enhancement of the role of women, were considered to be especially important. Several delegations commented that the work of UNDP helped to raise living standards and encouraged economic growth in the Territories. The importance of creating an environment for private investment was underlined by others.

164. UNDP was urged to work closely with the structures created since the signing of the Declaration of Principles and in close cooperation with other institutions in the region. Some delegations asked for more information regarding future funding, disbursements, the outlook on programmes and projects to be supported by UNDP in 1995 and beyond, and the relationship of UNDP with the United Nations Special Coordinator in the Occupied Territories. One delegation stressed that the importance of long-term technical cooperation as vital for success in establishing the local authorities, but added that if short-term running costs were not met, the whole process could be endangered. Another delegation asked UNDP to explain the philosophy of its work in the Territories, and asked if its current approach could be sustained in the years to come. Questions on specific projects referred to in the document were also put forward.

165. The Director of the Programme of Assistance to the Palestinian People, in response to the questions of delegations, stated that the relationship between UNDP and the United Nations Special Coordinator was mutually supportive. Annual financial data, including break-down by donor, commitments and disbursements, could be provided to interested delegations. Disbursements in 1994 had been $22 million, and it was hoped that the figure would reach $40 million in 1995. The Director added that if donors wanted funds to be reprogrammed for quicker disbursement, UNDP could consider the issue to the extent that totally uncommitted funds were available.

166. In response to an inquiry, the Director clarified that the figures used in the document reflected amounts received since submission of the previous report to Executive Board (DP/1993/19) and the submission of the current report. Japan had been the largest contributor by far, with nearly $60 million in commitments.

167. The Special Representative of the Administrator, Programme of Assistance to the Palestinian People, explained that the Programme was essentially a reaction to a situation in which infrastructure and training were needed. There were also tremendous needs in water, sanitation and in other areas. Further efforts were needed, he stated, to work out with the Palestinian Authorities the nature of UNDP assistance in other fields, particularly in governance. The two-year programming cycle would enable UNDP to work with the Palestinian authorities and donors and express longer-term prospects.

168. The Executive Board adopted the following decision:

95/8. Assistance to the Palestinian People

The Executive Board

1. Takes note of the present report;

2. Encourages the international donor community to increase contributions to the Programme of Assistance to the Palestinian People and to take full advantage of its unique and effective delivery capacity.

4 April 1995

XII. OTHER MATTERS

A. Oral report on field visit

169. The representative of the United Kingdom presented an oral report on the March 1995 UNDP/UNFPA field visit to Colombia and Nicaragua. A draft report was circulated. He said it was evident that the United Nations system, in particular UNDP and UNFPA, was making a real contribution to development for people in those countries although there were some variations in performance.

170. In their observations, the team underlined the usefulness for other regions to have increased awareness of the Latin American experience, including in cost-sharing. Also, there was a need to incorporate performance indicators in project design to improve evaluation of the impact of UNDP and UNFPA activities, and enhanced training of national staff in that regard. The team noted the impressive commitment to the country strategy note (CSN) in both countries. It was noted that countries should have a clear and up-to-date national strategy prior to beginning the process of developing the CSN. The team cited a need to ensure support and training for the resident coordinator function. Moreover, they highlighted the need for the process of prioritization and comparative advantages of the United Nations system to be dealt with in a structured manner. The team concluded that both organizations had high caliber staff who were dedicated to effective delivery of UNDP and UNFPA assistance.

171. The representative of Colombia expressed appreciation for the report and the visit to his country. He noted that Colombia's national plan for economic and social developent was almost complete and that the Economic and Social Policy Council would soon establish policies for international cooperation, taking into account the observations of the visit. He thanked the UNDP Secretariat for its support to the Mission of Colombia in arranging the visit.

172. The representative of Nicaragua appreciated the dedication and interest of the participants. He underlined the usefulness of the visit to increased understanding by Executive Board members of the programme in his country.

173. The Director for Latin America and the Caribbean of UNFPA expressed appreciation for the prompt reporting on the visit and said the observations would be carefully considered.

174. Upon the request of one delegation, an organizational chart of UNDP was distributed to the Executive Board. Regarding a request for a staff list of UNDP and UNFPA, the Secretary of the Board stated that it was normally distributed at the time of discussions on the budget.

175. Another delegation asked that UNDP and UNFPA publications be made available to Board members, particularly if they are mentioned in presentations to the Board.

B. Conclusion of the session

176. The Executive Board concluded its work by adopting the following decision:

95/13 Overview of decisions adopted by the Executive Board at its second regular session 1995

The Executive Board

Recalls that during the second regular session 1995 it:

ITEM 1: ORGANIZATIONAL MATTERS

Approved the agenda and work plan for its second regular session 1995 (DP/1995/L.2/Rev. 1);

Approved the report of the first regular session 1995 (DP/1995/9);

Adopted the guidelines for UNDP/UNFPA Executive Board field visits contained in the note by the Executive Board secretariat (DP/1995/14);

Approved the following schedule of future sessions of the Executive Board subject to the approval of the Committee on Conferences:

Annual session 1995:	5-16 June 1995
Third regular session 1995:	28 August-1 September 1995
First regular session 1996:	16-19 January 1996
Second regular session 1996:	25-29 March 1996
Annual session 1996:	20-31 May 1996*
Third regular session 1996:	(open)

Agreed to the subjects to be discussed at these sessions as listed in the annex;

ITEM 2: UNFPA: COUNTRY PROGRAMMES AND PROJECTS

Approved assistance to the Government of Benin (DP/FPA/CP/148);

Approved assistance to the Government of Comoros (DP/FPA/CP/141);

Approved assistance to the Government of Mauritius (DP/FPA/CP/143);

Approved assistance to the Government of Mozambique (DP/FPA/CP/142);

Approved assistance to the Government of the Republic of the Sudan (DP/FPA/CP/145);

Approved assistance to the Governments of Azerbaijan, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan (DP/FPA/CP/144);

Approved assistance to the Government of Cambodia: Support to the National Population Census (DP/FPA/KHM/PROJ/2) and Institutional Strengthening and Family Health Improvement through Birth Spacing (DP/FPA/KHM/PROJ/1);

ITEMS 2 and 3: UNDP AND UNFPA COUNTRY PROGRAMMES AND PROJECTS AND RELATED MATTERS

Approved UNFPA assistance to the Government of Turkey (DP/FPA/CP/147);

Approved UNFPA assistance to the Government of Indonesia(DP/FPA/CP/146);

Approved the UNDP fifth country programme for Turkey (DP/CP/TUR/5);

Approved the UNDP cooperation framework with Indonesia (DP/CP/INS/5) and took note of the note by the Administrator (DP/CP/INS/NOTE/5);

ITEM 3: UNDP: COUNTRY PROGRAMMES AND RELATED MATTERS

Approved the first country programme for Belarus (DP/CP/BYE/1);

Approved the first country programme for Estonia (DP/CP/EST/1);

Approved the first country programme for the Kyrgyz Republic (DP/CP/KYR/1);

Approved the first country programme for Latvia (DP/CP/LAT/1);

Approved the first country programme for Lithuania (DP/CP/LIT/1);

Approved the first country programme for the Republic of Moldova (DP/CP/MOL/1);

Approved the first country programme for Ukraine (DP/CP/UKR/1);

Approved the first country programme for Uzbekistan (DP/CP/UZB/1);

Approved the fifth country programme for Barbados (DP/CP/BAR/5);

Approved the third country programme for the British Virgin Islands (DP/CP/BVI/3);

Took note of the overview report on mid-term reviews (DP/1994/17);

Took note of the mid-term review of the fifth country programme for Bangladesh (DP/1995/17/Add.1);

Took note of the mid-term review of the fifth country programme for Chad (DP/1995/17/Add.2);

Took note of the mid-term review of the sixth country programme for Guatemala (DP/1995/17/Add.3);

Took note of the mid-term review of the fifth country programme for Malawi (DP/1995/17/Add.4);

Took note of the mid-term review of the fifth country programme for Tunisia (DP/1995/17/Add.5);

ITEM 4: UNDP: EVALUATION

Took note of the report on evaluation (DP/1995/18);

ITEM 5: UNDP: MATTERS RELATING TO THE LEAST DEVELOPED COUNTRIES

Adopted decision 95/12 of 7 April 1995 on least developed countries;

ITEM 6: UNDP: MATTERS RELATING TO THE PROGRAMMING CYCLES a/

ITEM 7: UNDP: HIV AND DEVELOPMENT NATIONAL PROFESSIONAL OFFICERS

Adopted decision 95/11 of 7 April 1995 on the Joint and Co-sponsored United Nations Programme on HIV/AIDS;

ITEM 8: UNITED NATIONS DEVELOPMENT FUND FOR WOMEN

Adopted decision 95/10 of 7 April 1995 on the United Nations Development Fund for Women;

ITEM 9: UNITED NATIONS CAPITAL DEVELOPMENT FUND

Adopted decision 95/9 of 6 April 1995 on the United Nations Capital Development Fund;

ITEM 10: UNDP: ASSISTANCE TO THE PALESTINIAN PEOPLE

Adopted decision 95/8 of 4 April 1995 on UNDP assistance to the Palestinian people.

7 April 1995

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a/ Item 6 on the framework for the next programming period was taken up in informal consultations

Annex

ALLOCATION OF SUBJECTS FOR FUTURE SESSIONS

The following subjects are scheduled to be considered at future sessions:

Annual session (3-16 June 1995)

Item 1. Organizational matters

UNFPA segment - 5-9 June:

Item 2. Report of the Executive Director and programme-level activities

- Report of the Executive Director for 1994 (including report to the Economic and Social Council, implementation of resolution 47/199, Global Initiative on Contraceptive Requirements, UNFPA assistance to Rwanda)
- Work plan and request for programme expenditure authority
- Status of financial implementation of country programmes and projects
- Report on programme priorities and future directions of UNFPA in light of the ICPD

Item 3. Country and Intercountry programmes

- Country programmes
- Intercountry programme

UNFPA/UNDP joint segment

Item 4. UNFPA/UNDP: Harmonization of presentation of budgets and accounts (General Assembly resolution 49/216)

Item 5. UNFPA/UNDP: Follow up to ICPD

UNDP segment: 12-16 June

Item 6. Annual report of the Administrator and related matters

- Annual report of the Administrator including Report to the Economic and Social Council
- The role of UNDP in the implementation of the United Nations New Agenda for the Development of Africa in the 1990s (94/13, paragraph 4)

Item 7. Future of UNDP (94/14, paragraph 6)

Item 8. Matters relating to the programming cycles (94/17, paragraph 4)

Item 9. Human Development Report (94/15, paragraph 3)

Item 10. Technical cooperation among developing countries (92/2, paragraph 5 (e))

Item 11. United Nations Office for Project Services (94/32, paragraph 9 and 95/1, paragraph 8)

Item 12. United Nations Development Fund for Women

Item 13. Other matters

Note

The ninth session of the High-level Committee on the Review of TCDC is scheduled to be held from 30 May to 2 June 1995, immediately preceding the annual session of the Executive Board. The report of the session is expected to be adopted on Thursday, 8 June 1995 in the afternoon.

- Organizational matters (including follow-up to the substantive session of the Economic and Social Council)

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UNFPA SEGMENT

- Report on the implementation of UNFPA successor support cost arrangements

- Financial and budgetary matters:

  -- Annual financial review, 1994

  -- Biennial budget proposals for 1996-1997

- Report of ACABQ on budget estimates

- Country programmes and projects: Latin America and the Caribbean (Costa Rica)

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JOINT UNFPA/UNDP SEGMENT

- UNDP/UNFPA: Field visits 1995

- UNDP/UNFPA: Harmonization of presentation of budgets and accounts (94/30)

UNDP SEGMENT

- Country programmes and related matter:

  -- Mid-term review of Latin America and the Caribbean regional programme

- Matters relating to the programming cycles:

  -- Report on Haiti (95/4, paragraph 2)

- Agency support costs (91/32)

- Financial and budgetary matters

  -- Proposed revisions to UNDP Financial Regulations and Rules related to support cost arrangements

  -- Annual review of the financial situation 1994 (95/3, paragraph 7)

  -- Revised budget estimates for the 1994-1995 biennium and budget estimates for the 1996-1997 biennium

  -- Report of ACABQ on the budget estimates

  -- Audited accounts and audit reports of the executing agencies as at 31/12/1993

- Procurement from developing countries

- United Nations system regular and extrabudgetary technical cooperation expenditures

- Other matters

First regular session (16-19 January 1996)

- Organizational matters (including election of Bureau)
- UNDP: Matters relating to the programming cycles
- UNDP: Country programmes and related matters
- Follow-up to and preparations for the Economic and Social Council
- United Nations technical cooperation activities
- UNFPA segment

Second regular session (25-29 March 1996)

- Organizational matters
- UNFPA segment
- UNDP: Country programmes and related matters
- UNDP: Evaluation
- UNDP: United Nations Volunteers

Annual session (20-31 May 1996)

- Organizational matters
- UNDP segment
- UNFPA segment

Third regular session (open)

- Organizational matters
- UNFPA segment
- UNDP country programmes and related matters
- Agency support costs

Part three

ANNUAL SESSION

Held at United Nations Headquarters from 5 to 16 June 1995

I. ORGANIZATIONAL MATTERS

1. The President, H.E. Mr. Zbigniew Maria Wlosowicz, opened the annual session of the Executive Board. He hoped that the Board would undertake fruitful discussions, despite the complexity and difficulty of some of the issues, and adopt decisions for meaningful and effective development cooperation.

2. He recalled that a number of informal consultations had taken place between the second regular session in April 1995 and the annual session and that the Bureau had met twice.

3. The President informed the Board that the section on item 6 on the role of UNDP in the implementation of the United Nations New Agenda for the Development of Africa in the 1990s would include a wider discussion and exchange of views on the overall programme of UNDP in Africa.

4. The Board was reminded that there would be no high-level segment at the annual session and delegations should thus avoid making statements of a general nature, addressing only the item under which they were speaking.

5. The Secretary of the Executive Board stated that all documentation listed in the provisional agenda (DP/1995/L.3) was available in all official languages. The report of the High-Level Committee on the Review of Technical Cooperation among Developing Countries on the work of its ninth session (DP/1995/L.5), which had been adopted ad referendum at the conclusion of the meeting of the Committee (New York, 30 May-2 June 1995), would be distributed. Under item 8, an additional document, containing the Declaration of Montevideo, adopted on 19 May 1995 by the Directors of the Latin American Economic System (SELA) (DP/1995/59), would also be issued. A conference room paper containing a decision adopted by the Programme and Budget Committee of the Industrial Development Board, transmitted by the Director-General of UNIDO, would also be made available.

6. In response to an informal request from delegations, the Secretary proposed that the Administrator's explanation of line 1.1.2 of table 1 of DP/1995/32 be included in his statement introducing the successor programming arrangements, which would be distributed as a conference room paper in the three working languages. The Board agreed to this procedure.

7. One delegation raised its concern about the lateness of some documents in all languages. The Secretary responded that UNDP and UNFPA had made every effort to meet all deadlines mandated by the Executive Board in order to have documentation available on time in all languages and suggested that the overload in the United Nations Office of Conference and Support Services could not be usefully discussed or solved by the Executive Board.

8. The Executive Board approved the following agenda for its annual session 1995, as contained in document DP/1995/L.3:

Item 1: Organizational matters

Item 2: UNFPA: Report of the Executive Director and programme-level activities

Item 3: UNFPA: country programmes

Item 4: UNFPA/UNDP: Reports to the Economic and Social Council:

Follow-up to General Assembly resolutions 44/211 and 47/199

Follow-up to the International Conference on Population and Development (ICPD)

Follow-up to the World Summit on Social Development

Item 5: UNFPA/UNDP: Harmonization of presentation of budgets and accounts

Item 6: UNDP: Annual report of the Administrator and related matters

Item 7: UNDP: Future of UNDP: Implementation of decision 94/14

Item 8: UNDP: Matters relating to the programming cycles

Item 9: UNIFEM

Item 10: UNDP: Technical cooperation among developing countries

Item 11: United Nations Office for Project Services

Item 12: UNDP: Human Development Report

Item 13: Other matters

9. The Executive Board approved the work plan, contained in document DP/1995/L.3, as orally amended.

10. The Executive Board approved the report of the second regular session 1995 (DP/1995/16).

11. The following dates of future sessions of the Executive Board were approved, ad referendum:

11-15 September 1995	Third regular session 1995
16-19 January 1996	First regular session 1996
25-29 March 1996	Second regular session 1996
10-21 June 1996	Annual session 1996
9-13 September 1996	Third regular session 1996

12 The Executive Board agreed to the subjects to be discussed at these sessions as listed in the annex to decision 95/24. Upon the request of one

delegation, HIV/AIDS was included as item 7 under the UNFPA/UNDP joint segment at the third regular session 1995.

13. The Executive Board approved chapter IV of the report of the UNDP/UNFPA Executive Board annual session 1995 on reports to the Economic and Social Council (DP/1995/L.6/Add.7-9) for transmittal to the Council for review at its substantive session 1995.

14. The Executive Board approved decision 95/24, the overview of decisions adopted by the Executive Board at its annual session 1995.

II. UNFPA: REPORT OF THE EXECUTIVE DIRECTOR AND PROGRAMME-LEVEL ACTIVITIES

A. Annual report of the Executive Director

15. The Executive Director introduced the annual report of UNFPA for 1994 (DP/1995/24 (Part I)). She reviewed selected financial and programme highlights, including information on income levels for 1994 and the projected resource situation for 1995. She emphasized that the Fund had increased its programme delivery considerably in 1994, noting a 50 per cent increase in project expenditure and a substantial increase in the resource utilization rate (from 77.5 per cent in 1993 to 90.6 per cent in 1994). She noted the Fund's commitment to improving the monitoring and evaluation of UNFPA programmes, and underlined the Fund's participation in the United Nations Joint and Co-sponsored Programme on HIV/AIDS.

16. Numerous delegations welcomed the substantive and analytical report. Many noted that the report clearly showed UNFPA participation in the post-ICPD process, as well as its commitment to translating the recommendations of the Programme of Action into actions at the country level. Several delegations noted with satisfaction the technical consultations with the relevant funds and specialized agencies, notably the International Labour Organization, the World Health Organization, the United Nations Educational Scientific and Cultural Organization and the United Nations Children's Fund. Several noted, however, that the regional post-ICPD consultation on Africa seemed to raise numerous questions but did not provide answers. Several others commended the section on Africa as a good analytical model to emulate.

17. A number of delegations welcomed the 20.8 per cent increase in income over that in 1993 and were pleased with the reduction in carry-forwards and the increase in the resource utilization rate. Several delegations noted that it was important for UNFPA to ensure that it had the capacity to manage these increased resource flows effectively. In that regard, a number of delegations welcomed the Fund's efforts to enhance the managerial skills of its staff through training and to increase the use of information technologies to improve databases and management information systems. Many also welcomed the Fund's efforts to strengthen its internal management audit capability.

18. A number of delegations expressed concern at the small decrease in the proportion of allocations to priority countries and sought clarification as to

the reasons for that. One asked if the large carry-forward had distorted the ratio; another asked if the UNFPA intercountry programme had contributed to this decrease. Several others asked why the Fund's distribution of resources did not reflect the fact that over 50 per cent of the Fund's priority countries were in Africa.

19. A number of delegations welcomed the increase in national execution and encouraged the Fund to continue the trend in future. Several asked, however, why the proportion for 1993 was lower than that in 1994. One delegation asked if UNFPA included projects executed by national NGOs in its figures on national execution. Several others asked why the proportion for UNFPA execution was substantial.

20. Several delegations welcomed the open discussion in the document on evaluation. One agreed with the evaluation of the Fund's technical support services/country support team system, which was found to be a major improvement over the previous system of regional advisers. He noted that that kind of review should lay the basis for strengthening the Fund's technical input in designing and implementing country programmes. Several delegations emphasized the need for a results-oriented approach to evaluation; others asked how UNFPA followed up on its evaluations.

21. A number of delegations, citing the findings of the evaluation on the local production of contraceptives, noted that the production of contraceptives locally was one of the most effective ways of helping countries to become self-reliant in the area of contraception. They therefore encouraged UNFPA to continue to support such activities by providing both financial and technical support. One delegation asked if UNFPA should not redefine its role in that area, playing the role of facilitator rather than supporter and bringing together investors from different sectors, including the private sector.

22. The Executive Director thanked delegations for their comments on the report. She agreed that it was important for UNFPA to manage resource flows effectively and to improve monitoring and evaluation. That was one of the main reasons why the Fund planned to establish a programme audit as part of its monitoring system. She further agreed that evaluations should be results-oriented and include both qualitative and quantitative indicators in order to measure programme impact and achievement.

23. The Deputy Executive Director (Programme) explained that the decrease in the proportion allocated to priority countries was due primarily to political instability in a number of these countries. In many cases, the Fund had formulated projects and prepared to implement them but could not because of the political situation in some of the countries. The Executive Director added that the Fund at times had to reallocate resources from countries that were experiencing difficulties to those that were successfully implementing their programmes. She noted that the intercountry programme was not a factor in the decrease in the proportion to priority countries since the figure for priority countries was expressed as a percentage of country programme allocations.

24. The Executive Director stressed that Africa was indeed of particular concern to UNFPA. That could be seen in the dramatic increase in UNFPA

resources, in both absolute and percentage terms, to Africa over the past decade. In 1984, allocations to Africa accounted for less than 19 per cent of the Fund's total allocations and amounted to $25.0 million. In 1994, those figures were, respectively, 31.1 per cent and $86.5 million. The corresponding figures for Asia were 46 per cent and $61.3 million in 1984 and 31.5 per cent and $87.7 million in 1994. Moreover, the Fund's proposed work plan for 1996-1999 projected a substantial average annual increase for Africa over the work plan for 1995-1998, from $53.9 million to $72 million.

25. The Executive Director noted that the questions raised during the regional consultation on Africa provided a good example of the complexity and sensitivity of the issues facing Africa and how to address them. She noted that the dialogue with government officials on these sensitive issues had been an extremely fruitful one and had pointed out the vital role of advocacy in the Africa region. She stressed therefore that the questioning process in and of itself had been a useful exercise.

26. The Executive Director noted that the figures for national execution did in fact include projects executed by national NGOs. She thought it might be useful therefore if in future UNFPA gave the breakdown for execution for national NGOs. She said that there were two reasons for the difference in the percentages between 1993 and 1994. The first was that the figure for 1994 was an allocation and the figure for 1993 was an expenditure. The second was primarily the result of an accounting procedure. She explained that UNFPA execution included a substantial amount of procurement of commodities and equipment for government-executed projects. It therefore was not UNFPA execution per se, but procurement assistance to Governments.

27. With regard to the local production of contraceptives, the Executive Director explained that UNFPA was redefining its role in that area. She said that the Fund did not have the technical capability to provide technical assistance for such activities and thus was in the process of identifying agencies and organizations that could. She said that the Fund would support activities in that area provided they were totally underwritten by Governments and/or other donors, including the private sector.

28. The Executive Board took note of the annual report of the Executive Director for 1994.

B. Programme priorities and future directions

29. In her introduction to the report on programme priorities and future directions of UNFPA in light of the ICPD (document DP/1995/25 and Corr.1), the Executive Director noted that the selection of the programme priorities proposed in the report had taken into account the Fund's experience and comparative advantage and had been guided by the concerns and recommendations of various internal and external evaluations, as well as the comments of Board members. She reiterated the Fund's commitment to work closely with other agencies and organizations within the United Nations system, as well as with bilateral and non-governmental organizations. She briefly reviewed the Fund's operational strategy as well as its strategy for resource allocation. She concluded by

noting the two proposed institutional adjustments that were particularly important to UNFPA: the change in designation of UNFPA Country Directors to UNFPA Representatives; and the establishment of a separate Executive Board for UNFPA.

30. Before opening the floor for discussion, the President of the Executive Board invited the Assistant Administrator of UNDP to make a statement on behalf of the Administrator. The Assistant Administrator informed the Board that the Administrator strongly supported the agreement between UNDP and UNFPA to designate UNFPA Country Directors as UNFPA Representatives. He said the Administrator firmly believed that such action would further strengthen the resident coordinator system at the country level.

31. As suggested by the President, the Executive Board decided to discuss document DP/1995/25 in two parts: programme priorities; and operational strategies, including resource allocation and institutional adjustments.

Summary of the discussion

Programme priorities

32. A total of 30 delegations took the floor during the discussion on UNFPA programme priorities. Most noted that the document was an excellent basis for discussion on UNFPA future programming and its role in the implementation of the ICPD Programme of Action.

33. There was broad-based support among the members of the Executive Board for the UNFPA proposal to concentrate its future funding in three programme areas, namely, reproductive health, including family planning; population policy; and advocacy. Most delegations welcomed the approach and were of the opinion that, with some refining and given the UNFPA comparative advantage, such a shift in policy direction would result in a more strategic focus of UNFPA programming and also strengthen the Fund's ability to assist developing countries in implementing the ICPD Programme of Action.

34. Some delegations raised questions on how the three programme areas would be operationalized. They also sought further elaboration on the different components that would make up the three programme areas. One delegation emphasized that support for the new programme areas should not lead to the marginalization of other important areas of UNFPA work and that a comprehensive approach to the issue of population and development was essential.

35. A number of delegations felt that the document placed too much emphasis on reproductive health, including family planning, at the expense of the other two programme areas. They recommended that UNFPA should be flexible in allocating resources among those three programme areas by taking into account the specific situation and needs of each country.

36. Several delegations emphasized the need to empower women to enable them to become full participants in, and beneficiaries of, population and development efforts. One delegation urged the Fund to cooperate with the United Nations

Development Fund for Women (UNIFEM) on the issue of women's empowerment. Another recommended that the Fund should give priority attention to the empowerment of women and consider this issue as a separate programme area. Yet another encouraged the Fund to support efforts that ensured women's involvement in solving population problems.

37. A number of delegations noted the need for consistency in the use of terminology in the area of reproductive health. They therefore recommended that the Fund use the exact language from the ICPD Programme of Action in that respect, namely, "reproductive health, including family planning". Several delegations also stressed the fact that since family planning was an integral component of reproductive health, it should be dealt with within the context of reproductive health care. One delegation, noting the absence in the document of a comprehensive analysis of UNFPA comparative advantage in the field of reproductive health, asked that it be elaborated on in a revised document.

38. Most delegations generally welcomed the incremental and pragmatic approach towards reproductive health care that built on the system currently in place and took into account the specific situation in each country. One delegation stressed, however, that although the incremental approach was interesting and useful the overall goal should remain a comprehensive approach to reproductive health. Another stressed that family planning and safe motherhood were still main areas for UNFPA assistance and that the concept of reproductive health should be further defined in collaboration with the World Health Organization (WHO) and the United Nations Children's Fund (UNICEF).

39. The importance of monitoring the expenditures in the so-called population package of the ICPD Programme of Action was stressed by one representative. He also encouraged the Fund to support the reproductive health needs of refugees and displaced persons and to collaborate with the Office of the United Nations High Commissioner for Refugees (UNHCR) and other multilateral and non-governmental organizations (NGOs) active in the field. He further suggested that the Fund give greater priority to the development of method-specific information for clients, particularly on the side-effects of various contraceptive methods.

40. In the area of population policy, several delegations felt that the title of the programme area was too narrowly formulated, noting that the development aspects of population were missing in such a formulation. One delegation therefore suggested using "population and development strategies" in place of "population policy". Since research constituted an important activity in all three proposed programme areas, and particularly in the area of population policy, several delegations suggested that UNFPA identify centres of excellence in developing countries to collaborate in, and/or carry out, the necessary research. Also, some delegations recommended that national experts be invited to participate in international training programmes.

41. In the area of advocacy, a number of delegations urged the Fund to be a strong advocate in the areas of reproductive rights, gender equality, women's education, child survival, elimination of harmful practices against women, the role of men, unsafe abortions, and the sexual and reproductive health needs of adolescents. One delegation supported the Fund's proposal to provide assistance

for women's micro-enterprises, but suggested that UNFPA allocate resources only for those initiatives that had a direct link to population programmes. Another delegation recommended that UNFPA use its advocacy role to ensure that all actors involved in the implementation of the Programme of Action assumed their share of the responsibilities.

42. One delegation observed that the document did not adequately describe UNFPA strategy and role in the prevention of HIV/AIDS. Another noted that UNFPA support in the area of HIV/AIDS should be more clearly defined, as should its strategies for integrating HIV/AIDS prevention activities into the Fund's programme.

43. A number of delegations expressed concern about section II of the report on principles. Many felt that UNFPA should endorse the whole set of principles set forth in the ICPD Programme of Action, and in chapter II in particular, rather than single out certain principles as the basis for future UNFPA programming. Some delegations also raised questions about the UNFPA mission statement. Although most welcomed such an initiative, some felt that the Executive Board should be apprised of the statement.

Operational strategies, including resource allocation and institutional adjustments

44 A total of 16 delegations took the floor during the discussion on the proposed operational strategies and a new system for the allocation of resources. Delegations generally supported the development of a new system for resource allocation although a number of delegates expressed reservations. Most felt that more study and discussion were needed before a decision on a new system of resource allocation could be taken. Some feared that the proposal would violate the principle of universality; others expressed concern about the rise in the GNP threshold from $750 to $1,000 in the new system as a criterion for assistance and therefore could not support the proposal. Several delegations noted the importance of refining the proposed approach, based on the relevant provisions of the Programme of Action of the International Conference on Population and Development, including paragraphs 14.14, 14.15 and 14.16.

45. One delegation, supported by others, suggested using adherence to the principles in the ICPD Programme of Action as an additional criterion for resource allocation. Another proposed adding HIV/AIDS prevalence as a criterion. Yet another suggested using the overall literacy rate as an indicator, rather than just female literacy, since both men and women played a role in decision-making regarding family planning.

46. Several delegations felt that any new system should ensure that the bulk of the Fund's resources should be allocated to the least developed countries (LDCs) and to African countries in particular. Others stressed the need to extend temporary assistance to the countries with economies in transition. A number of delegations objected to giving priority to certain regions and suggested that support and assistance should be given to any country in need regardless of the region to which it belonged.

47. Although many delegations underscored the important role of NGOs in the implementation of the ICPD Programme of Action, several expressed concern about the selection of NGOs in implementing population and development programmes. Many felt that such selection should be carried out only in close consultation with Governments. One delegate stressed that the UNFPA guidelines on collaboration with the non-governmental sector should give the Fund greater flexibility in the area. Another noted that UNFPA should identify those NGOs that had a comparative advantage in each of the three programme areas. Others wanted to know about UNFPA plans to involve the private sector in population programmes. One delegation suggested that UNFPA take the lead in developing a global partnership between Governments, NGOs and the private sector.

48. Many delegations underlined the importance of inter-agency collaboration and harmonization at the country level and welcomed the Fund's initiatives and efforts in that area. Several delegations stressed that efforts to harmonize strategies between the United Nations system and Governments through the country strategy notes (CSNs) was important, emphasizing that such coordination should take place primarily at the country level. They recommended, therefore, that a revised document should clearly spell out the different roles of the actors involved.

49. A large number of delegations expressed their support for designating the UNFPA Country Director as UNFPA Representative, noting that such a measure would greatly enhance the visibility of UNFPA at the country level, strengthen the UNFPA role in inter-agency coordination and strengthen the resident coordinator system. They welcomed the full support in that regard and sought the Executive Director's assurances that such a change in designation would not alter existing arrangements between UNDP and UNFPA in the field or have any budgetary implications. Two delegations expressed serious reservations about such an arrangement, noting that it was not in keeping with the provisions of General Assembly resolutions 47/199 and 48/162. They worried that such a serious institutional change might have long-term financial implications and might have long-term financial implications and might lead to greater fragmentation, rather than greater coherence, of the resident coordinator system.

50. Some delegations voiced their support for the establishment of a separate Executive Board for UNFPA, while others did not find reasons to support such a proposal at that time. Most delegations, however, noted that the upcoming session of the Economic and Social Council was the appropriate forum in which to discuss the issue. Several delegations also spoke on the issue of joining the UNICEF/WHO Joint Committee on Health Policy. While some supported the proposal, most delegations felt that they did not have adequate information on the functioning of the committee to make a decision at that time.

Response of the Administration

51. The Executive Director thanked Executive Board members for their generally positive support for the UNFPA proposals. She agreed that the Fund should be consistent in the use of terminology in the area of reproductive health and assured the Board that UNFPA would adhere to the exact language used in the Programme of Action. She also agreed with the change in designation of the second programme area from "population policy" to "population policy in

development strategies". She explained that UNFPA had highlighted certain principles in section II of the report, not because the Fund felt that those principles were more important than the other principles set forth in the Programme of Action, but because they had particular relevance to the work of UNFPA. She pointed out in that regard that the chapeau paragraph in section II of the report clearly stated that all activities in UNFPA-assisted programmes would be undertaken in accordance with the principles and objectives of the Programme of Action.

52. With regard to operationalizing the concept of reproductive health, the Executive Director noted that UNFPA was currently working with WHO and UNICEF in that regard. Moreover, the Fund was reviewing its country programmes to see how such programmes could be adapted to a reproductive health approach. Concerning the proportion of resources earmarked for reproductive health care, the Executive Director stressed that it was a global figure, which was more or less in line with current allocations to family planning and associated information, education and communications activities. She assured Executive Board members that UNFPA would continue to tailor its assistance to the specific needs of individual countries.

53. With regard to the issue of inter-agency collaboration and the comparative advantages of the different United Nations agencies and organizations, particularly in the area of reproductive health, the Executive Director informed the Executive Board of the progress that had been made by the Inter-Agency Task Force on the Implementation of the ICPD Programme of Action. One of the objectives of the task force was to define the comparative advantages of the agencies in the different areas of the Programme of Action. She promised to keep the Board informed on developments in the inter-agency task force and agreed with the suggestion that the Fund's annual report include a section on the implementation of the ICPD Programme of Action.

54. With regard to UNFPA's policy in the area of HIV/AIDS, she reiterated the Fund's strong commitment to the Joint and Co-sponsored Programme on HIV/AIDS, noting that UNFPA had been one of the first organizations to second a staff member to the secretariat of the Programme.

55. With regard to the proposed system for the allocation of resources, the Executive Director admitted that there were limited data available for some of the criteria. It was of utmost importance, therefore, to support initiatives to collect and refine data on such indicators. She said that UNFPA was open to the suggestion to use the $750 figure instead of $1,000 as the threshold for GNP. She reminded Executive Board members, however, that the new system was intended as a proposal and that more analysis was required to elaborate the system. She assured Board members that the Fund would take into account the comments made during the discussion, and said that the Fund would organize informal briefings for Board members before submitting a final proposal to the Board for its approval. The earliest the Fund could expect to submit such a proposal to the Board would be the first regular session 1996.

56. The Executive Director reiterated that UNFPA was fully committed to increasing its allocations to LDCs in general and to African countries in particular. She stressed that the Fund expected the LDCs to benefit most from

the proposed strategy for resource allocation. She also noted that the Fund would continue to provide temporary assistance to countries with economies in transition, as called for in the Programme of Action. She agreed that UNFPA had a major role to play in mobilizing resources, both domestic and external, for population programmes and the implementation of the ICPD Programme of Action and assured Board members that the Fund was committed to the principle of universality.

57. With regard to the issue of designating the UNFPA Country Director as UNFPA Representative, the Executive Director reiterated that such an arrangement would not have any budgetary implications or alter the current arrangements with UNDP at the country level and would be implemented within the context of and fully support the resident coordinator system.

58. The Executive Board adopted the following decisions:

95/15. Programme priorities and future directions of the United Nations Population Fund in the light of the International Conference on Population and Development

The Executive Board

1. Takes note of the report contained in document DP/1995/25 and Corr.1;

2. Requests that the future programme of assistance of the United Nations Population Fund adhere to the principles contained in chapter II of the Programme of Action of the International Conference on Population and Development;

3. Supports the broad outline of the future programme of assistance of the United Nations Population Fund, which must be implemented in full accordance with the Programme of Action of the International Conference on Population and Development;

4. Endorses the core programme areas of reproductive health, including family planning and sexual health; population and development strategies; and advocacy and requests the Executive Director to concentrate United Nations Population Fund assistance within the core areas while stressing that population policies are an integral part of a strategy for sustainable development and the need for the United Nations Population Fund to cooperate with other partners in formulating its strategies;

5. Takes note of the approach proposed for the allocation of resources; invites the Executive Director of the United Nations Population Fund to refine the proposed approach, based on the relevant provisions of the Programme of Action of the International Conference on Population and Development, including paragraphs 14.14, 14.15 and 14.16, as well as on other relevant qualitative and quantitative indicators, and taking fully into account the views expressed by delegations during the present session and the need to give special attention to the least developed countries and Africa; and to report thereon to the Executive Board at its first regular session 1996;

6. Recalls Executive Board decision 95/11 and, in the context of the Joint and Co-sponsored United Nations Programme on HIV/AIDS, stresses the importance of incorporating HIV/AIDS aspects in activities of the United Nations Population Fund;

7. Requests the Executive Director to include reporting on the implementation of the Programme of Action of the International Conference on Population and Development in her annual report to the Executive Board;

8. Also requests that the United Nations Population Fund submit to the Executive Board at its first regular session 1996 a brief background note on the issue of whether the Board should consider becoming a member of the United Nations Children's Fund/World Health Organization Joint Committee on Health Policy;

9. Further requests the Executive Director to submit a draft mission statement for the United Nations Population Fund based on the report contained in document DP/1995/25 and Corr.1, taking fully into account the discussion in the Executive Board, including the comments made on further refinement and definition of the different programme areas and on the use of terminology, and the present decision.

14 June 1995

95/20. United Nations Population Fund: Institutional arrangements

The Executive Board

1. Takes note of the agreement between the United Nations Development Programme and the United Nations Population Fund to designate UNFPA resident country directors as UNFPA representatives;

2. Recommends that the Economic and Social Council, during its operational activities segment, and the General Assembly endorse the agreement on the understanding that the United Nations Population Fund will take measures to enhance cooperation with and active support for resident coordinators for operational activities of the United Nations, bearing in mind General Assembly resolution 47/199 and on the understanding that the agreement will not result in increased administrative expenditure for the United Nations Population Fund.

14 June 1995

C. Work plan and financial implementation of programmes

59. The Deputy Executive Director (Policy and Administration) introduced the work plan for 1996-1999 and request for programme expenditure authority (document DP/1995/26) and the Status of financial implementation of country programmes and projects approved by the Governing Council and the Executive Board (document DP/1995/27). He pointed out that UNFPA income from regular resources in 1994 had increased by 20.8 per cent over that in 1993. He

emphasized that UNFPA not only had spent its 1994 income in full, but had also significantly reduced carry-forwards from 1993 to 1994. He explained that the calculation of income projections contained in the work plan for 1996-1999 was based on the assumption of an annual United States contribution of $55 million and an 8 per cent increase per year in contributions from other donors. Concerning the distribution of programmable resources, he pointed out that the 33 per cent increase in absolute amounts provided to sub-Saharan Africa constituted the only significant change from the 1995-1998 work plan. He also emphasized that UNFPA was on target with regard to the financial implementation of its country programmes, but would need additional resources in order to provide the full amount required for those programmes.

60. Many delegations noted with appreciation the increase in the income of UNFPA and welcomed the improvement in resource utilization in 1994. However, some delegations felt that the carry-forward was still too high and urged UNFPA to take steps to resolve this situation. Several delegations voiced concern about the calculations used for the 1996-1999 income projections, which they considered too optimistic in light of the uncertainty of the contribution of one major donor and recent decreases in development assistance from some major donors. One delegation suggested that UNFPA should more actively pursue non-traditional channels of funding, and another sought information on the financial aspects of South-South cooperation.

61. Several delegations, noting that a greater proportional increase in the share of resources for sub-Saharan Africa would be desirable, recommended revising the regional distribution of resources accordingly before adopting the work plan. Others, however, cautioned against such ad hoc revision of the work plan without careful analysis of the rationale and implications of a different allocation of resources by region. After a brief discussion, Executive Board members agreed that the issue of regional distribution, including the share of resources for Africa, should be reviewed in light of the future resource allocation strategy of UNFPA. The new strategy, which would be discussed by the Board at its first regular session 1996, should then be used as the basis for the next annual work plan. One delegation also suggested that the work plan should be revised to reflect the new programme priorities of UNFPA.

62. Concerning financial implementation, many delegations requested more analysis of the factors which account for variations in the implementation rates of country programmes. Several noted the lower overall implementation rates in African countries and requested explanations for the slow progress.

63. The Deputy Executive Director (Policy and Administration) thanked the Executive Board for the positive comments on the improved resource utilization rate of UNFPA and confirmed that UNFPA would continue its efforts to reduce the carry-forward amounts. He explained that the estimate of an annual 8 per cent increase in donor contributions was derived from the income patterns for the 1985-1994 period, which showed an average 9 per cent increase per year. Thus, UNFPA considered the income projections in the 1996-1999 work plan as realistic. He also emphasized that the work plan, as a rolling plan, was revised annually and submitted to the Board. Thus, adjustments could be made immediately should a drastic shortfall in contributions occur. He further explained that UNFPA was pursuing non-traditional sources of funding, especially in the private sector,

but that results thus far had been marginal. With regard to South-South cooperation, he stated that the relevant financial data were included in UNFPA country and intercountry programmes.

64. In response to questions concerning the allocation of resources by region, the Deputy Executive Director (Policy and Administration) confirmed that the criteria used for the relevant calculations were taken from Governing Council decisions regarding the priority country system and other indicators for allocation, including those regarding programme areas. He stressed that the next work plan would reflect the new resource allocation strategy to be adopted by the Executive Board. Similarly, the new programme priorities would be used once a final decision had been taken by the Board. He reiterated that the increase from $54 million to $72 million per year in absolute terms for assistance to sub-Saharan Africa was considerable. Since a larger proportional share would imply a further redistribution of resources from other regions, such a revision would require the careful consideration of the Board.

65. With regard to the implementation rates, he noted that the present document was intended to provide an overview, as requested by the Governing Council in previous years. However, if desired by the Executive Board, UNFPA would be pleased to include in future work plans an analysis of the factors that determined the implementation rates for the individual country programmes.

66. The Deputy Executive Director (Programme) explained that the unpredictability of income inflows impeded the smooth execution of programmes, which in turn accounted for some of the variation in implementation rates. He noted that UNFPA had undertaken a number of initiatives to increase implementation rates in 1994. These included, among others, abolishing country ceilings, to allow for the full allocation of resources within the approved country programme, and requiring quarterly expenditure reports from all country offices, to enable UNFPA to review expenditure levels and to transfer resources between programmes accordingly.

67. The Executive Board adopted the following decision:

95/16. UNFPA work plan and request for programme expenditure authority

The Executive Board

1. Endorses the Executive Director's programme resource planning proposals set out in paragraphs 7 to 15 of document DP/1995/26, while taking fully into account paragraph 4 of decision 95/15;

2. Approves the request for 1996 programme expenditure authority at a level equal to new programmable resources for 1996, currently estimated at $263 million;

3. Endorses the use of the following estimates of new programmable resources from regular resources for the 1997-1999 period: $280 million for 1997, $298 million for 1998, and $317 million for 1999;

4. Also endorses the use of the following estimates of new programmable resources from multi-bilateral funding: $15 million per year for the years 1996-1999.

8 June 1995

D. Global Initiative on Contraceptive Requirements

68. The Deputy Executive Director (Technical Services) introduced the status report on the Global Initiative on Contraceptive Requirements and Logistics Management Needs in Developing Countries in the 1990s (document DP/1995/24/Part II). He noted that the Global Initiative had completed the work assigned to it in 1991, including the conduct of in-depth studies in 12 countries; publication of reports on the in-depth studies and other technical reports; the development of a contraceptive commodity database; and the development of a follow-up process. He said that a recent consultative group meeting on the Global Initiative had reached general consensus on four points: (a) the work of the Global Initiative should continue and its secretariat institutionalized and made an integral part of UNFPA; (b) the secretariat should conduct a systematic follow-up of activities and assist in organizing and promoting training in logistics management, an area where there was a particular need; (c) the contraceptive commodity database should be further developed to provide a more complete picture of country-level demand and supply, and include information on locally produced and/or commercially available contraceptive commodities; and (d) a global contraceptive commodity facility should be established and managed by UNFPA in order to eliminate discontinuities in the supply of contraceptives and to achieve economies of scale in the procurement of contraceptives.

69. Numerous delegations welcomed the status report and commended the accomplishments of the Global Initiative. Many expressed their strong support for continuing the Global Initiative beyond 1995 and recommended exploring ways to institutionalize the secretariat of the Initiative. In this regard, several delegations recommended integrating the Global Initiative into the overall programme of UNFPA, and eventually making its secretariat a permanent part of UNFPA. One delegation suggested that such action should be reflected in the Fund's budget proposals for the 1996-1997 biennium. A number of delegations commended the work of the UNFPA Procurement Unit and emphasized the need to strengthen the Fund's procurement capability and technical capacity further in this area. Several delegations proposed that UNFPA reappraise its role in helping to safeguard and ensure the supply of contraceptives, and in meeting unmet needs, both for contraceptives and logistics management, including through collaboration with other key players in this field.

70. Several delegations underscored the importance of focusing attention on issues of quality of care and quality assurance, as well as on meeting the contraceptive needs of adolescents, youth and unmarried individuals. A number of delegations emphasized the importance of local production of contraceptive commodities and the need to stimulate local distribution and strengthen local capacity to take over and manage programmes. One delegation emphasized the need to take cultural differences fully into account in the efforts to meet

contraceptive requirements of individual countries, and expressed his country's reservations regarding the availability of contraceptives to adolescents, youth and unmarried individuals.

71. In response to suggestions regarding the continuation of the work of the Global Initiative, UNFPA agreed to submit to the Executive Board at its third regular session 1995 proposals on the continuation of the Global Initiative beyond 1995, in the context of UNFPA's intercountry programme for 1996-1999, as well as on certain options on modalities for a global contraceptive commodity facility. UNFPA also agreed to reappraise its role in the area of contraceptive requirements and logistics management needs and to analyse how best to meet unmet needs in these key areas, including the need for quality assurance. This analysis would be presented in the form of a report to the Executive Board at its first regular session of 1996.

72. The Executive Board adopted the following decision:

95/21. Global Initiative on Contraceptive Requirements and Logistics Management Needs in Developing Countries in the 1990s

The Executive Board

1. Takes note of the report on the Global Initiative on Contraceptive Requirements and Logistics Management Needs of Developing Countries in the 1990s contained in document DP/1995/24/Part II;

2. Requests the Executive Director to submit to the Executive Board at its third regular session 1995 a proposal, in the context of the intercountry programme of the United Nations Population Fund, for the continuation of the Global Initiative beyond 1995, including therein an outline of the objectives, modalities and procedures for a possible future global contraceptive arrangement;

3. Also requests the Executive Director to submit to the Executive Board at its first regular session 1996 a report containing a reappraisal of the future role of the United Nations Population Fund in assessing and meeting the unmet needs for contraceptives and the requirements for logistics management.

14 June 1995

E. Measures taken to implement Executive Board decision 94/25: Assistance to Rwanda

73. Numerous delegations expressed appreciation for the UNFPA activities carried out under the ongoing country programme and especially since the national emergency began. Most spoke in favour of the flexibility shown in the adjustments undertaken to date and of allowing for overall expenditures of up to $7.5 million by the end of the country programme. Several delegations, however

expressed reservations about the justifications provided for the possible expenditure of up to $800,000 more than had been originally approved for the programme.

74. The Director of the Africa Division explained that given the changes in population profiles resulting from the emergency, an extensive demographic survey would be required, as would greater-than-expected investment in the reproductive health/family planning sector owing to the destruction of infrastructure.

75. The Executive Board adopted the following decision:

95/14. Implementation of decision 94/25: Assistance to Rwanda

The Executive Board

1. Approves the continued implementation of decision 94/25, allowing for flexibility in sectoral expenditure of resources from Rwanda's third country programme resources and for overall expenditures of up to $7.8 million, to enable the United Nations Population Fund to continue to respond to the evolving needs of the Government of Rwanda for reconstruction and development.

8 June 1995

III. UNFPA COUNTRY PROGRAMMES

Request for additional resources for the country programme for Namibia

76. Numerous delegations supported the request for additional resources for the UNFPA country programme for Namibia. Two delegations, however, noted that the funds requested represented a substantial increase over the original amount approved. One delegation, noting that the supplementary resources were being requested for many of the activities that had been part of the country programme approved by the Governing Council at its thirty-ninth session (1992), asked if poor planning and financial mismanagement had contributed to the low implementation of those activities. The other observed that Namibia was not a priority country for UNFPA assistance. He therefore suggested that UNFPA might need to review its criteria for priority countries and/or consider whether Namibia should be a priority country. A third delegation commented on the need to build national capacity and asked that UNFPA give consideration to that need.

77. The representative of Namibia expressed his country's gratitude to UNFPA for its support. Although Namibia was not a priority country for UNFPA assistance, the population of the country was growing at a rapid pace. He said that the objectives of the programme remained valid. He identified adolescent pregnancy and gender insensitivities as major concerns of the Government and stressed the importance of information, education and communication (IEC) activities in that regard. He observed that population factors were integral

components of development and noted that his Government was moving towards elaborating a population policy.

78. The Director of the Africa Division thanked delegations for their support. She noted that the funding level requested for the original country programme had been conservative because Namibia was not a priority country and because the absorptive capacity of the new nation had not yet been demonstrated. She stressed, however, that its needs in the area of population warranted the level of UNFPA assistance requested. Although Namibia had a relatively high per capita income, she observed that a highly skewed income distribution was concealed behind the apparent wealth, with a large majority of the people receiving only a small percentage of the gross domestic product (GDP). She emphasized that the Government was strongly committed to the acceleration of the population programme and that programme implementation was better than anticipated, both substantively and financially - 37 per cent of the approved funds had been expended during the first three years of the programme. Supplementary funds were needed to strengthen the national reproductive health and family planning programme; initiate IEC and gender, population and development activities; formulate a national population policy; develop human resources; and build national capacity.

79. The Deputy Executive Director (Programme) pointed out that the request for additional resources was in keeping with the recommendations of the mid-term review of the country programme and that Namibia seemed an ideal candidate for UNFPA assistance in view of the Executive Board's emphasis on the need to increase resources to the Africa region. Moreover, Namibia clearly needed and wanted UNFPA support and had the capacity to spend effectively the funds allocated to it.

80. The Executive Board approved the request for additional funding authority for the UNFPA country programme for Namibia as contained in document DP/1995/28.

81. The Executive Board took note of the status of the financial implementation of country programmes and projects (DP/1995/27).

IV. UNFPA/UNDP REPORTS TO THE ECONOMIC AND SOCIAL COUNCIL

A. Follow-up to General Assembly resolutions 44/211 and 47/199

82. In his introduction, the Assistant Administrator and Director of the Bureau for Policy and Programme Support of UNDP outlined a number of policy, programme and administrative measures taken by the organization during the past year to implement General Assembly resolutions 44/211 and 47/199. Action had been taken at two levels: first, individually by UNDP on provisions of the resolutions that had a direct bearing on the work of the organization, such as the programme approach, national execution, decentralization and delegation of authority, common training, and the country strategy note (CSN); and secondly, in conjunction with partner organizations through the Joint Consultative Group on Policy (JCGP) and the Consultative Committee on Programme and Operational Questions (CCPOQ), on topics of common interest that had implications for the

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United Nations development system as a whole, such as the resident coordinator system, harmonization of programming cycles and common premises and services.

83. The Deputy Executive Director (Programme) of UNFPA, in his introduction, noted the close linkage between the Fund's Programme Review and Strategy Development (PRSD) exercise and the programme approach. He said the PRSD exercise included a comprehensive analysis of the country's population situation and ensured that all those active in the population field in a particular country were consulted during the strategy-development process. The UNFPA technical support services/country support team system was instrumental in the process, providing the necessary technical and analytical guidance at the country level. He noted that the Fund made increasing use of national execution, as well as of national expertise whenever available. Inadequate national capacity and financial reporting were among the problems the Fund had encountered in national execution. The Fund continued efforts to decentralize project approval authority to the field and had extended total programme approval authority, on a trial basis, to 12 countries.

84. Several delegations noted the substantial progress made by both organizations in the implementation of General Assembly resolution 47/199. The common format of the reports was welcomed.

85. The interest shown and work accomplished on the CSN was particularly encouraging. One delegation asked if a common format could be developed for the CSNs. Some speakers, while supporting the principle of the CSN and citing its usefulness as a tool for strengthening the resident coordinator system, sought assurances that its preparation would remain a national choice, as intended by the General Assembly. One delegation questioned its value to countries with low indicative planning figures. Another asked for a progress report on the formulation of the CSN at the country level, as a means of examining the usefulness of the process. UNFPA was asked if the CSN had helped it to integrate population strategies at the country level.

86. Delegations sought specific information on the role of the United Nations Office for Project Services in national execution. With reference to UNFPA, several delegations sought clarification on the role of specialized agencies in national execution following the International Conference on Population and Development (ICPD).

87. Further information was also sought about the use of the resident coordinator system and experience with the programme approach, especially with regard to the underdelivery associated with the mechanism in one country.

88. The efforts of both organizations in decentralization were supported, with some speakers asking for assurances on accountability.

89. The agreement reached by JCGP on widening the pool for resident coordinator appointments was appreciated. It was hoped that contributing organizations would put their best candidates forward. A question was raised as to how organizations contributing to the pool ensured a smooth transition for returning staff.

90. Other comments related to the prospects for strengthening databases within UNDP for new recipient countries, encouragement of a more strategic role for the Executive Board in the country programming process, noting the action taken by the UNICEF Executive Board in that regard, and a request for a compilation and examination of local costs, including local services.

91. Several delegations noted the lack of reference to monitoring and evaluation in the UNDP document. Moreover, more substantive reporting was asked for the future, particularly with regard to problems faced in implementation of the resolutions, especially at the country level. In order for the Economic and Social Council to provide guidance to UNDP and UNFPA, it was also suggested that in the future, UNDP, UNFPA and UNICEF consider drawing up one common report, perhaps through the JCGP.

92. In response to the points raised, the Assistant Administrator informed the Executive Board that over 40 per cent of resident representatives had worked in other United Nations organizations during their career. He regretted that no special reference was being made to evaluation and monitoring but noted that some progress had been made in terms of harmonization of evaluation and monitoring among United Nations organizations. A detailed account on progress within those fields was included in the report of the Secretary-General to the Economic and Social Council. He also informed the Board about the efforts presently being undertaken within UNDP to develop an efficient information management system, one obvious precondition for a successful decentralization process within the organization.

93. Concerning the role of specialized agencies in support of national execution, the Deputy Executive Director (Programme) of UNFPA explained that the Fund's Technical Support Services/Country Support Team system was the primary vehicle for providing technical assistance at the country level. He said the system was required to use national experts to the extent possible. If such experts were not available, the Fund made use of the expertise available on the UNFPA Country Support Teams, which were made up of specialists from throughout the United Nations system. He said that UNFPA had adopted an incremental approach to decentralization in order to ensure accountability, gradually raising the delegated project approval authority to its current level of $750,000. The Fund monitored the results at each stage to see that accountability had been maintained. UNFPA also relied on mid-term reviews to ensure accountability. The Fund's experience with the CSN had in general been positive and UNFPA was in the process of determining how best to link the programme review and strategy development exercise with the CSN exercise.

94. The Executive Board adopted the following decision:

95/17 UNFPA/UNDP: Reports to the Economic and Social Council: Follow-up to General Assembly resolution 47/199

The Executive Board

1. Transmits the reports from the United Nations Development Programme and the United Nations Population Fund to the Economic and Social Council together with the comments of the Executive Board;

2. Requests the United Nations Development Programme and the United Nations Population Fund to ensure that future reports on the implementation of the triennial policy review address more thoroughly problems and opportunities that have been identified, particularly at the field level, and contain any appropriate recommendations and requests for guidance from the Executive Board;

3. Further requests the Administrator of the United Nations Development Programme and the Executive Director of the United Nations Population Fund, together with the Executive Director of the United Nations Children's Fund, to consider producing a common report on the implementation of the triennial policy review for both the UNDP/UNFPA and UNICEF Executive Boards, which should contain both a common section and sections by the United Nations Development Programme, the United Nations Population Fund and the United Nations Children's Fund, respectively.

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B. Follow-up to the International Conference on Population and Development and the World Summit for Social Development

95. The Executive Board decided to hold one discussion on these two sections of the item. Several delegations expressed overall satisfaction with the reports while some asked for more substance and information on problems faced, for which the Economic and Social Council could provide guidance. Others underlined the key role of the General Assembly and Council in defining the responsibilities of the organizations in follow-up to ICPD and the World Summit on Social Development (WSSD). One speaker asked whether there was any duplication between UNDP and UNFPA in the follow-up to ICPD. Discussion specific to UNFPA and UNDP, respectively, follows.

1. United Nations Population Fund

96. The Deputy Executive Director (Technical Services) of UNFPA pointed out in his introduction to document DP/1995/24 (Part III) that one of the primary concerns of UNFPA in the follow-up to ICPD was to adjust its country programmes to bring them better in line with the ICPD Programme of Action. He noted the progress made by the Inter-Agency Task Force on the Implementation of the ICPD Programme of Action and its working groups. He further noted that, as proposed by the Commission on Population and Development at its twenty-eighth session, UNFPA would be responsible for reporting, on an annual basis, on programme experience in implementing the ICPD Programme of Action at the country level.

He reiterated the UNFPA intention to cooperate with non-governmental organizations (NGOs) in the implementation of the ICPD Programme of Action, taking into account the earlier comments made by members of the Executive Board on that issue. With regard to the follow-up to the WSSD, he said that UNFPA was pleased that the WSSD Programme of Action had endorsed the goals of the ICPD. At the international level, the Fund would continue to work to further develop the 20/20 concept, in close collaboration with UNDP and UNICEF and within the framework as adopted in Copenhagen. He pledged UNFPA support for the development of a broad United Nations system-wide framework for the follow-up to all major international conferences and informed the Executive Board of efforts under way in the United Nations system on the issue.

97. Most delegations welcomed UNFPA efforts in the follow-up to ICPD and WSSD, and in particular its coordinating role in the follow-up to ICPD. Many delegations also stressed the importance of inter-agency collaboration and the comparative advantages of each organization in the follow-up to both conferences.

98. On the issue of a separate executive board for UNFPA, several delegations noted that the matter would be further discussed at the Economic and Social Council in June/July 1995. One delegation commented that the report on the follow-up to ICPD did not refer to General Assembly resolution 49/127 on international migration and development. He also questioned the reference in the report on the follow-up to the ICPD to draft document E/CN.9/1995/L.3/Add.1 on the twenty-eighth session of the Commission on Population and Development, noting that the draft document did not properly reflect the provisions spelled out in General Assembly resolution 49/128 on the renaming of the Commission.

99. The Deputy Executive Director (Technical Services) thanked the members of the Executive Board for their constructive comments on the reports. He noted that the lack of substance in the reports was due primarily to problems of timing and planning, but added that the UNFPA report should be read in conjunction with document DP/1995/25 on programme priorities and future directions of UNFPA in light of the ICPD. He expected the reports of the four working groups of the inter-agency task force to be available by the time the Economic and Social Council met in June/July 1995. He informed the Executive Board that a separate report on the implementation of General Assembly resolution 49/127 would be submitted to the Council in June/July 1995, prepared for the Secretary-General by the Department of Economic and Social Information and Policy Analysis. He also reiterated the UNFPA commitment to cooperate fully with the other United Nations agencies and organizations in the follow-up to ICPD and WSSD.

2. United Nations Development Programme

100. The Assistant Administrator and Director of the Bureau for Policy and Programme Support (BPPS), in introducing document DP/1995/30/Add.4, underlined the importance to UNDP inherent in the outcomes of the ICPD and the WSSD and outlined measures that were being taken by UNDP in that regard. He stressed that the three United Nations Conferences - the United Nations Conference on Environment and Development, ICPD and WSSD - provided new insight as regarded

the need for a new approach to development; the need for integration of environmental concerns into economies; the importance of empowering women and of providing education to girls; and the need to rethink conventional models of economic growth so as to pay more attention to the needs of the poor.

101. UNDP had prepared an action plan for ICPD follow-up, he continued, which highlighted its role in helping to move the Cairo outcome into mainstream policy dialogue and to take account of the development implication of population dynamics. Follow-up actions included the following: in-house review of policies and programmes to bring them in line with the recommendations of the ICPD Programme of Action; training and sensitization of UNDP staff on the messages emerging from the Conference; active participation in the ICPD Inter-Agency Task Force; joint agency follow-up initiatives; and articulation of ICPD follow-up with that of other major and recent United Nations conferences. With regard to the follow-up to WSSD, he outlined the explicit responsibilities assigned to UNDP by the WSSD Programme of Action. He emphasized that the work of UNDP would be demand-driven and tailored to local needs. A strategy paper entitled "From poverty to equity", which emphasized the need to make the follow-up to WSSD the organization's main focus, had been sent to all resident representatives. Another paper entitled "Beyond Copenhagen" was also available.

102. With regard to the role of UNDP in follow-up to ICPD, one delegation, on behalf of others, emphasized the need for UNDP to integrate population issues fully into its development strategy, with coordination at the country level through the resident coordinator. UNDP was also asked to cooperate fully with the Population Division of the United Nations Department for Economic and Social Information and Policy Analysis in carrying out the work related to the Commission on Population and Development.

103. One speaker noted that the follow-up to WSSD could be an occasion for UNDP to clarify further its priorities and sharpen its focus. Another commented that UNDP should continue to concentrate on poverty eradication, particularly in helping countries to formulate national strategies against poverty. One delegation suggested that UNDP report back to the Executive Board on follow-up to WSSD at the first regular session of 1996.

104. The Assistant Administrator, in response, said plans for follow-up to the two conferences fitted well into the four focus areas of UNDP and thus would be integrated into existing programmes. He reiterated that the outcomes of both ICPD and WSSD were of vital importance to the future work of UNDP. He explained that document DP/1995/30/Add.3 had been produced well in advance of the Executive Board's annual session and therefore did not include all details of recent action taken, as did the two papers mentioned above. However, supplementary materials were now available to delegations. In his view, UNDP had a specific comparative advantage in the follow-up to WSSD in view of its mandate for sustainable human development and intersectoral focus, particularly in providing support for the creation of macroeconomic frameworks, governance national strategies for poverty eradication, government participatory mechanisms, credit schemes, and sustainable livelihoods. In response to a request for further information about the inter-agency task forces referred to in the report, he explained that the Secretary-General would introduce the proposal at the substantive session of the Economic and Social Council for 1995

during the coordination segment since it was part of his own report, to which UNDP had given inputs.

105. The Executive Board took note of sections II and III of the reports to the Economic and Social Council (DP/1995/24/Part III and DP/1995/30/Add.3) and transmitted them, together with the comments of the Board, to the Economic and Social Council.

V. UNFPA/UNDP: HARMONIZATION OF PRESENTATION OF BUDGETS AND ACCOUNTS

106. The Assistant Administrator and Director of the Bureau for Finance and Administration of UNDP introduced the item on behalf of UNFPA and UNDP. He informed the Board that there was progress with regard to harmonization of financial statements under the auspices of the Consultative Committee on Administrative Questions (Finance and Budget) (CCAQ (FB)), with a third and last working group meeting scheduled for late June 1995. Consultations among UNDP, UNFPA and UNICEF on the harmonization of budgets were under way, with a preliminary review on the identification of differences among existing budget presentations already completed. He explained that the outcome of the proposals in response to the management study of UNICEF to be submitted to the UNICEF Executive Board at its third regular session of 1995, in particular with reference to the recommendations to integrate programme and administrative budgets for UNICEF country offices, would affect the joint UNDP/UNFPA/UNICEF exercise, including the time frame. The Assistant Administrator stated that regular progress reports on harmonization of budgets would be made available to the Board and suggested that a further review take place at the first regular session 1996.

107. One delegation noted the good progress made in the development of common accounting standards for the organizations of the United Nations system and suggested measures, later supported by another delegation, for enhanced harmonization of budgets and accounts: (a) similar terminology in distinguishing among core, programme support and extrabudgetary costs; (b) similar definitions in determining overhead costs; (c) easy-to-find information on the number of all posts; (d) common treatment of income from all sources; (e) presentation of biennial budget expenditures on an object of expenditure basis; (f) similar sequence in all three budget documents, with information in a tabular form; and (g) development of a prototype budget document for use by all three agencies.

108. One delegation, supported by others, expressed deep concern about the lack of substance in the report, underlining the need to know what had happened at the meetings cited, particularly in light of the reporting requirement specified by the General Assembly in resolution 49/216 (e). That delegation, whose State Auditors had visited the three organizations, also stated that it would be helpful to know the direction that would be taken following the joint review, questioned the need for an outside consultant given in-house expertise, and noted that the report had not been transmitted to the Executive Board and to the Economic and Social Council through the Advisory Committee on Administrative and Budgetary Questions (ACABQ) as requested by the General Assembly in its

resolution. The importance of harmonized budgets to both donor and recipient countries was emphasized, with concern expressed that varying administrative budgets made it difficult to determine where funds were being utilized. One delegation said the absence of a more comprehensive report was particularly regrettable in light of the upcoming triennial policy review and requested that intersessional briefings be held on harmonization matters.

109. The Assistant Administrator responded that efforts had been made to keep the document brief and succinct. In response to a question, he explained that it would make good sense to take into account the outcome of the discussion on the UNICEF management review by the UNICEF Executive Board, as issues raised in the review would also impact on the potential to harmonize budget presentations. UNICEF was developing proposals in response to a specific request by its Board for review in September.

110. The Assistant Administrator referred to a past statement made by the Chairman of ACABQ to the General Assembly, in which he recognized that the specific budget presentations depended on the structure, size, procedures of legislative bodies, and nature of its programme. He also indicated that, while similarities existed among the United Nations, UNDP and UNFPA, there were many dissimilarities, in particular with UNICEF, which rendered the harmonization exercise even more difficult.

111. Concurrently, the Assistant Administrator requested some understanding for the fact that UNDP has been heavily involved in a major downsizing effort, which would be elaborated at the third regular session of the Executive Board during the review of the biennial budget proposals for 1996-1997.

112. The Assistant Administrator also emphasized that the prime objective in preparing a budget should be to set forth the budgets in a manner which was clear and transparent to the governing body concerned. In that regard, he pointed out that UNDP had made considerable effort to improve the presentation and transparency of its budgets. This had been acknowledged by the Executive Board in past sessions.

113. Under the circumstances, the Assistant Administrator indicated that it was not realistic for UNDP and UNFPA to report to the Economic and Social Council at its forthcoming meeting on additional progress on the status of the harmonization exercise with regard to budget presentations.

114. The Executive Board took note of the report on the harmonization of presentation of budgets and accounts with the comments made therein (DP/1995/29).

VI. UNDP: ANNUAL REPORT OF THE ADMINISTRATOR AND RELATED MATTERS AND THE FUTURE OF UNDP

A. Annual report and the future of UNDP

115. The Administrator introduced the annual report of the Administrator for 1994 (DP/1995/30 and DP/1995/30 Add.1-5) and the report on the future of UNDP: Implementation of decision 94/14 (DP/1995/31). The reports were considered together in the discussion.

116. In his statement, the Administrator outlined the measures undertaken by UNDP during the past year to fulfil the mandate given by the Executive Board when it approved decision 94/14 on the future of UNDP. He elaborated on steps taken in: reshaping the basic mission of UNDP; implementation of the new mandate; consolidation of leadership under the resident coordinator; personnel matters; restructuring of headquarters units; overhauling the processes of allocating core resources; building alliances with other parts of the United Nations system; resource mobilization; and strengthening management and accountability.

117. Further, he explained the nature of the two tracks UNDP was working on to accelerate the follow-up to decision 94/14, including harmonization of the new programming framework and sharpening the focus of UNDP for greater effectiveness, efficiency and service to programme countries. He noted some constraints faced by the organization in attaining further focus: the diversity of programme countries served and the possible loss of the holistic, intersectoral and integrative approach of UNDP. He announced his intention to launch a process of consultations in New York and at the regional level aimed at presenting the Board at its annual session 1996 with a more definitive outline of the longer-term programme focus for UNDP.

118. Speakers thanked the Administrator for his statement and for the reports before the Executive Board and some asked for an annual report that would identify problems and obstacles faced in addition to successes.

119. Several delegations emphasized the need for the goals and focuses of UNDP to be clearly implemented at the country level. However, country offices must exercise flexibility in their interpretation of those objectives. They should not be scattered over too many areas and controversial sectors should be avoided. One delegation urged UNDP to develop an overall vision that would draw together all the elements of its work and would include the Administrator's proposal for an overall mission statement and objectives to be pursued by UNDP. Others asked for more strategic work in defining the future of UNDP. The need for UNDP to remain universal and neutral was stressed by some speakers. One delegation noted the decline in delivery in Africa during 1994.

120. The Administrator was invited to give further views on the relevance of the function and significance of UNDP as a coordinating institution. Many delegations spoke in favour of strengthening the resident coordinator system. Further information was sought on the role of the Administrator in assisting the Secretary-General on the coordination of the economic and social sectors of the United Nations.

121. Delegations supported the Administrator's intention to hold consultations to determine concrete directives for the future of UNDP as early as possible.

122. One speaker asked for a common set of indicators and a data base for use in monitoring goals and objectives. Progress in moving the agenda of UNDP forward was sought, in particular in relation to meeting development goals. It was necessary to know how goals would be met and focus areas fulfilled. Benchmarks and indicators for success would be useful in evaluating the success in implementing the Administrator's "Initiatives for change".

123. One delegation offered eight points for consideration in determining the future direction of UNDP: assuring an increase in key resources by the beginning of the next programming cycle; strict adherence to increased resources to low-income countries, particularly LDCs; a country-driven programming process; country ownership; further increased transparency and accountability; adherence to rules and regulations in the United Nations system; improved performance through transparent monitoring and evaluation; and greater inclusion of recipient countries in the planning process.

124. Several delegations asked for specific delineation of the comparative advantage of UNDP with reference to the international financial institutions.

125. Two delegations noted the increase in contribution to UNDP core resources by their Governments and appealed to others to follow suit. Two delegations, in referring to paragraph 95 of document DP/1995/31, questioned the emphasis on mobilization of non-core resources. In their view, non-core emphasis threatened the focus of UNDP on poverty and the Executive Board did not have an oversight role in non-core funding. One speaker underlined that almost half of the cost-sharing in his region was utilized for social reform, a factor that should be taken into account when looking at the funding mechanism.

126. The country strategy note (CSN) enabled better coordination at the country level. Joint inter-agency programmes such as the United Nations Joint and Co-sponsored Programme on HIV/AIDS were also important initiatives to improve coordination in the United Nations system. South-South cooperation and technical cooperation among developing countries (TCDC) were also meaningful to development cooperation. Cooperation among regions and countries was key to those countries with newly established country offices.

127. UNDP assistance to countries with economies in transition was appreciated, in particular in the strengthening of market mechanisms. In that regard, regional programmes were a good supplement to the country programmes in governance and participation. The UNDP Regional Directorate for Europe and the Commonwealth of Independent States needed strengthening in terms of equalized status with the regional bureaux, and the need to strengthen country representation was also noted.

128. A few delegations said questions remained about the exact definition of sustainable human development. Others asked about the UNDP role in the United Nations Joint and Co-sponsored Programme on HIV/AIDS. One delegation requested that sustainable food security be added to the areas of UNDP focus. Another

delegation asked that equitable treatment across regions be assured with respect to expected staff cuts at UNDP.

129. In response, the Administrator noted that the corporate plan distributed that day to the Executive Board provided indicators and means to assess the progress of UNDP in meeting its goals during the subsequent year. The goals for 1995 elaborated in the corporate plan reflected the institutionalization of the framework agreed to by the Board in its decision 94/14. The programme impact performance assessment and the integrated programme management initiative were being set up as tools to aid in measuring success. He emphasized the progress in bringing the United Nations system together, especially in the follow-up to international conferences, which was being carried out through inter-agency mechanisms with goal-driven agendas to provide a coordinated approach at the country level.

130. The Administrator assured the Executive Board that there had been no shifting away from emphasis on core funding. He would welcome an informal meeting on the corporate plan as well as discussions on core versus non-core funding. As there were many types of non-core resources, the funding mechanism deserved scrutiny.

131. The Executive Board adopted the following decision:

95/22. Future of the United Nations Development Programme: Initiatives for change

The Executive Board

1. Notes the progress that has been made following its decision 94/14;

2. Welcomes the process of consultation mentioned by the Administrator in his statement on 13 June 1995 in view of further clarifying and refining the role of the United Nations Development Programme in the light of the Initiatives for change, and requests the Administrator to report to the Executive Board;

3. Urges the United Nations Development Programme through the Initiatives for change process, in the framework of the goals and priority areas supported by the Board in decision 94/14 and given poverty elimination as the overriding priority in the programmes of the United Nations Development Programme, to concentrate on areas where it has demonstrable comparative advantage, in particular capacity-building in the most needed regions and countries, in particular the least developed countries, especially in Africa;

4. Takes note of the elaboration of a strategic plan as a means of enhancing the management of the United Nations Development Programme and making operational the Initiatives for change and looks forward to presentation to the Executive Board at its first meeting in 1996, in preparation for final decision at the annual meeting in 1996, of a further elaborated concise version, including, inter alia, the following elements:

(a) A concise mission statement drawing together all the essential functions of the United Nations Development Programme in the light of the goals and priority areas in decision 94/14;

(b) A clear hierarchy of operational objectives designed to translate the mission of the United Nations Development Programme into action;

(c) A comprehensive action plan, incorporating time-bound indicators of achievement and a system for reporting progress regularly to the Executive Board.

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B. Related matters: Role of UNDP in the implementation of the United Nations New Agenda for the Development of Africa in the 1990s

132. The Assistant Administrator and Regional Director of the Regional Bureau for Africa introduced the report on the role of UNDP in the implementation of the United Nations New Agenda for the Development of Africa in the 1990s (UN-NADAF) (DP/1995/35). She outlined the elements of the programme, citing the commitments of both African countries and their development partners. Results to date had been mixed. Africa had not yet been able to move towards achieving the accelerated transformation, integration, diversification and growth envisaged by the compact. She noted that the international community had not yet met the goals of a $75 million diversification fund. The Assistant Administrator also outlined UNDP work in Africa in the fields of poverty elimination, HIV/AIDS, environmental protection and food security, as well as UNDP involvement in international initiatives and conferences relating to furthering economic development in Africa.

133. Several delegations emphasized that while some overall progress had been seen, there was an urgent need to support development efforts in Africa, particularly in those countries classified as least developed countries (LDCs). France, on behalf of the European Union, underlined the priority accorded to Africa, which received one half of the Union's development assistance. Support was expressed for the work of the United Nations and the UNDP Regional Bureau for Africa, especially through the resident coordinator system. With reference to UN-NADAF, delegations underlined the important role of UNDP in capacity development, policy formulation, and in good governance and popular participation. It was essential for programmes to be effective and relevant. UNDP was urged to maintain a country-driven approach, keeping in mind the priorities of recipient countries.

134. Many speakers referred to the urgent need to increase resource flows to the region, especially in support of national strategies. One delegation asked about the possibilities for enhancing the mobilization of non-core resources. Delegations highlighted the importance of strengthening institutional capacities, improved governance, human resource development, work in rural areas, private sector development, South-South cooperation, training, and encouragement of the participation of non-governmental organizations, with some

speakers elaborating on initiatives undertaken by their own Governments. The negative effects of debt-servicing remained a serious problem for African countries, with more debt relief needed. Disadvantages in international trade and drought and desertification also remained specific problems for the region.

135. The Assistant Administrator thanked the Executive Board for its positive comments and suggestions and support for the work of the UNDP Regional Bureau for Africa. She informed the Board that the Panel of High-Level Personalities on African Development offered advice on the implementation of UN-NADAF, and would also provide inputs to various initiatives, such as that of the Secretary-General through the Administrative Committee on Coordination. She cited three reasons for the sharp decline in expenditures in Africa during the fifth programming cycle: (a) a high level of expenditure shown for the first year, owing to the practice of front-loading and borrowing against the next programming cycle, which had to be compensated for in 1994 in the context of a reduced indicative planning figure (IPF); (b) the change of UNDP focus to sustainable human development through the programme approach entailed lengthy design and formulation process; and (c) severe circumstances and lack of capacity in some countries.

136. The Assistant Administrator outlined the support UNDP provided to 26 countries in the area of governance. UNDP would participate in the high-level segment of the Economic and Social Council on the development of Africa, including the implementation of UN-NADAF, and had contributed to the report prepared for the session by the United Nations Department for Policy Coordination and Sustainable Development. A good understanding had been reached between UNDP and the World Bank and the International Monetary Fund regarding the respective activities of the three organizations in Africa. In 1995, five round-table conferences had been held, including a highly successful one for Rwanda, in which over $600 million had been pledged. National human development reports were under preparation in several African countries.

137. The UNDP Resident Representative in Zaire noted the involvement of UNDP in the preparation of country strategy notes (CSNs) in 15 African countries, a useful tool for strengthening the resident coordinator system.

138. The UNDP Resident Representative in Senegal outlined the resource mobilization strategy undertaken in that country. It included UNDP focus on the development of national strategies primarily in the areas of poverty elimination and capacity-building for economic development management.

139. The Resident Representative in Rwanda gave an overview of UNDP assistance to the devastated public sector in Rwanda following the events of 1994. Massive efforts were needed to restore national capacity, including rehabilitation of public buildings and the public service system, and training of civil service. He thanked donors who had contributed to the Trust Fund for Rwanda.

140. The Resident Representative in Uganda said that country-specific experience in the programme approach had been utilized in that country. Results of a recent review of all ongoing projects was a clustering of projects which had the same objectives and a plan to create a common training programme for their

personnel. Clear entry points for external assistance needed to be identified, an area where the CSN could be a useful tool.

141. The Executive Board took note of the report of the Administrator on the role of the United Nations Development Programme in the implementation of the United Nations New Agenda for the Development of Africa in the 1990s (DP/1995/35).

VII. UNDP: MATTERS RELATING TO THE PROGRAMMING CYCLES

Successor Programming Arrangements

Introduction

142. The Administrator introduced the item, restating the case for change and emphasizing the absolute necessity for UNDP to respond to the current environment for development cooperation. He indicated that UNDP was seeking flexibility that would benefit programme countries by enhancing the quality and focus of UNDP-supported activities, in line with decision 94/14 and national priorities, and also by providing incentives for greater resource mobilization. The level of flexibility would still fall short of that exercised by other development programmes, but would maintain the high degree of progressivity in UNDP resources that flow to low-income and least developed countries.

143. In his statement, made available in conference room paper DP/1995/CRP.4 in English, French and Spanish, the Administrator also responded to queries raised at the informal session held on the item in May 1995. In recalling the basic principles of the three-tier target for resource assignment from the core (TRAC) scheme, the Administrator emphasized that the basic objective was to achieve a sustainable human development (SHD) orientation in programming, and not to distort resource distribution. To ensure that all programme countries continued to receive an equitable share of resources, UNDP would indeed focus attention precisely on those countries where capacity-building needs were greatest.

144. The Administrator gave his assurance that transparent procedures and criteria would be used for flexible assignment of resources. No separate mechanism would be established to assign resources from the second TRAC line. Rather, the existing procedures for translating an approved cooperation framework (country programme) into actual support would be strengthened and streamlined: this would allow the Administrator to exercise better his oversight responsibilities, enhance decentralization of project approval authority to the country level, and also strengthen mechanisms to ensure that UNDP provided the necessary substantive support to countries for the formulation of high-quality programmes.

145. To that end, a periodic management review for each programme country would be conducted in close consultation with the Government concerned. The review would consider the status of current and planned programmes and the capacity building support UNDP needed to provide. The review would also examine the status of the resource mobilization target. Resources from line 1.1.1 would be assigned according to the agreed methodology, and additional resources could be

assigned from line 1.1.2 up to an amount roughly comparable to the 1.1.1 level, bearing in mind that, given the availability of good programmes, those resources were intended to provide incentives to improve programme quality in line with decision 94/14. The assignment would be based primarily on the criteria set out in paragraph 38 of document DP/1995/32.

146. In addition, resident representatives, under their delegated authority, would continue to approve programmes and projects in line with the approved cooperation framework and the programming proposals endorsed by the periodic review. In doing so, they were obliged to adhere to the rigorous appraisal criteria for UNDP activities.

147. The Administrator explained that the new system would enable UNDP to embark on a period of new and dynamic SHD programming that would advance the preparations that had already begun in many countries. In closing, the Administrator hoped that he had been able to alleviate any uncertainties about the system, noting that the Executive Board would have an interim report on the experience with the new arrangements in June 1996, and a full-scale review in June 1997 - i.e., in the first year of the next programming period.

Discussion

148. Delegates expressed their appreciation for the series of five documents prepared on the subject over the previous year and noted the helpful clarifications provided in the current document (DP/1995/32), and the Administrator's statement (DP/1995/CRP.4).

149. While reaffirming the basic principles underlying UNDP development cooperation activities (inter alia, the voluntary grant nature of the programme, universality, national ownership, progressivity, transparency) the majority of speakers acknowledged that UNDP must change to serve the needs of developing countries better. Many speakers noted that considerable reforms were required for UNDP to be able to fulfil the programming objectives specified under decision 94/14.

150. Most delegations agreed that it was necessary to introduce a degree of flexibility to the current programming arrangements to help to enhance programme quality and focus and provide an incentive for resource mobilization. However, several delegations felt that the current indicative planning figure (IPF) system could not be held responsible for disappointing core resource levels, and that greater financial commitment was needed from donors. They pointed out that the changes proposed were not linked to any commitments to increased funding. One delegation stressed that UNDP funding represented a small but critical portion of overall development resources, and must, therefore, be used in a catalytic fashion.

151. A number of speakers expressed concern about the impact of the proposed flexibility arrangements on programme countries, particularly those where capacity for programme formulation was lacking, noting for instance, that lack of resource predictability could inhibit long-term planning and place undue burdens on Governments, and affect the neutrality of UNDP.

152. A number of countries encouraged the Administrator to explore non-traditional sources of funding (inter alia, non-State partners, regional economic integration organizations, private foundations, funds, international NGOs and affinity credit card arrangements) in order to enhance the ability of UNDP to respond to the goals and priorities of the programme.

153. While speakers were appreciative of the clarifications the Administrator had provided about the operation of the TRAC scheme and procedures for allocating resources from line 1.1.2, many also felt that the criteria and procedures needed to be set out more precisely. The Administrator clarified that UNDP intended to help countries benefit from the second TRAC tier by providing access to the various capacities available within UNDP and the agencies, using various allocations available for that purpose.

154. During the discussion the Administrator also clarified that the programming emphasis on the enabling environment required for poverty elimination supported the first commitment of the World Summit for Social Development (WSSD), which focused on creating an economic, political, social, cultural and legal environment that will enable people to achieve social development.

155. Many members expressed their support for line 1.1.3 and its application for preventive and curative development. The Administrator responded to the questions about how allocation would be implemented in line with greater SHD focus and how it complemented the work of other United Nations system organizations.

156. A number of countries expressed their views on the relative resource allocation shares shown in table 1 of document DP/1995/32. Many countries were pleased to see the increased allocation for technical cooperation among developing countries (TCDC) activities and some delegations emphasized the importance of maintaining an increase for evaluation in line 1.4. Some countries felt that the 55 per cent share for country-level resources should be increased, perhaps through a reduction of the shares for lines 1.2 and 1.3 (regional and intercountry/global programmes). Several countries, however, reiterated their support for an increase in the allocation for regional programmes and one speaker suggested that criteria such as numbers of countries in the region and their special needs be considered in allocating those resources among regions. One delegation obtained confirmation from the Administrator that resources from budget line 1.3 (global, interregional and special activities) would be allocated to the Energy and Atmosphere Programme of the Bureau for Policy and Programme Support's Sustainable Energy and Environment Division to support its activities which relate to the energy policies of, mitigation/adaptation to climate change in, and socio-economic development and other environmental problems of developing countries. Varying views were expressed on the request from the United Nations Industrial Development Organization (UNIDO) for the ad hoc support in 1997 to the UNIDO Country Director programme.

157. Most countries agreed that UNDP should reflect a strong poverty orientation and therefore a high degree of progressivity in its overall resource distribution. One delegation proposed a minimum 88 per cent of resources flow to low-income countries and 58 per cent to least developed countries. It was

suggested that the degree of progressivity be measured taking into account all three TRAC lines, recognizing that line 1.1.3 resources would likely flow to such categories of countries. Many also noted that progressivity should not jeopardize the basic principle of universality. In that connection, there were differing views expressed on the proposed increase in graduation thresholds. In addition, several speakers noted that a minimum critical mass of support would be necessary for small countries, particularly small island developing countries.

158. Many delegations raised concerns about the relative share of resources flowing to different regions. Country representatives in the Latin America and Caribbean region were concerned that their share of resources had been steadily declining over the cycles, despite the statistics on poverty and taking into account that funds had been used very effectively in the past for high-leverage activities. Many speakers pointed out the inequities that arose from the application of the floor concept (which guaranteed countries a certain percentage of their IPF from the previous cycle). It was suggested that alternate solutions be sought to moderate the impact of the floor on certain groups of countries, particularly new recipient countries in the Europe and the Commonwealth of Independent States region. A number of speakers from countries in that region requested clarification of the change of data used in calculating resource distribution in the two most recent documents.

159. Concerning the question of independence bonuses for new programme countries, the Chairman of the informal working group pointed out that the issue related to the fifth cycle and stated that the Administrator would be requested to look into the matter and bring his proposals to the third regular session 1995 of the Executive Board. For that purpose, the secretariat would consult with the concerned countries as necessary.

160. Following the general deliberations, extended informal discussions and working group sessions were held to review the draft decision (DP/1995/L.7) prepared by the chairman of the informal group, Mr. R. Carlos Sersale di Cerisano (Argentina), in consultation with several delegations. An important area considered by the working group was a set of procedures for the management of programme resources by UNDP, which was prepared by the representative of one observer mission, as presented below. It was agreed that the procedures would be further refined and elaborated by UNDP and presented to the Executive Board at its first regular session in 1996.

INITIAL ARRANGEMENTS FOR UNDP MANAGEMENT OF PROGRAMME RESOURCES

The suggested procedures set out below for UNDP management of programme resources are recommended for refinement and elaboration by UNDP for presentation to the Executive Board.

	A. Planning phase	Action by
A.1	Formulation of country cooperation framework (CCF) - overall priorities and programme areas - indication of potential pool of funds (under lines 1.1.1 and 1.1.2 of table contained in decision 95/23 below and supplementary)	Government and resident representative
A.2	Approval of CCF	Executive Board
A.3	Elaboration of CCF into programme/project outlines to be supported by UNDP - programme project descriptions - financial aspects (and other rescurce issues)	Government and resident representative
A.4	Approval of proposed programme/project outlines (N.B. Total or partial)*	UNDP headquarters
	B. Implementation phase	
B.1	Country advised of outcome of UNDP headquarters approval; funds assigned; authority and delegated to country offices to finalize, approve and implement	UNDP headquarters
B.2	Detailed design of programme/project activities finalized and approved	Government and resident representative
B.3	Programme/project activities implemented	Government and resident representative
B.4	Periodic programme management review - to assess progress in achieving objectives - to identify additional support required to continue formulating quality projects - to determine additional funding, particularly under line 1.1.2 of table contained in decision 95/23 below	Government, resident representative and UNDP headquarters
B.5	Annual reporting for review and appropriate action by the Executive Board on assignments made	Administrator

* Steps A.3 and A.4 may be carried out more than once.

161. The Executive Board adopted the following decision:

95/23. Successor programming arrangements

The Executive Board

I. PRINCIPLES FOR THE PROGRAMMING CYCLE 1/

1. Reaffirms the principles of eligibility of all recipient countries on the basis of the fundamental characteristics of the operational activities of the United Nations development system, which are, inter alia, universality, neutrality, multilateralism, the voluntary and grant nature of assistance and the capacity to respond to the needs of all recipient countries in accordance with their own policies and priorities for development; and in this context, recognizes the principles of United Nations Development Programme activities, which include progressivity, impartiality, transparency and predictability of flow of resources for all recipient countries, in particular, developing countries;

2. Stresses the need for a substantial increase in resources for operational activities for development on a predictable, continuous and assured basis, commensurate with the increasing needs of developing countries;

3. Recognizes that the development cooperation of the United Nations system requires flexibility and transparency for augmenting the availability of resources and efficiency in their allocation, and that the United Nations Development Programme continues to give priority to least developed countries and low-income countries, particularly in Africa, and utilizes the resources, consistent with decision 94/14, in support of and in accordance with the development priorities established by the recipient countries themselves, keeping in mind the need to create incentives so as to achieve greater impact and effectiveness of the programmes and projects of the United Nations Development Programme;

4. Decides to improve the focus and concentration of the programme activities of the United Nations Development Programme by implementing the three

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1/ Discussions leading to the adoption of the present decision were based on information made available to the Executive Board in documents DP/1994/20; DP/1994/39; DP/1994/59; DP/1995/3; DP/1995/15; and DP/1995/32.

goals and four priority areas specified in Executive Board decision 94/14, 2/ recognizing in particular that poverty elimination should be the central priority of the activities of the Programme, taking into account the further clarification and refinement of the role of the Programme as set out in decision 95/22 on the future of the United Nations Development Programme;

5. Emphasizes that national development priorities shall be the primary determinant of United Nations Development Programme-supported programmes, which must remain country driven; and that recipient Governments have the primary responsibility for the formulation of cooperation frameworks with the United Nations Development Programme;

6. Stresses the role of the United Nations Development Programme as a country-based operational programme, and in this context, stresses further the need to improve the operational function of the resident coordinator at the country level in close collaboration with the Government concerned, and to enhance the decentralization of authority to the field level in order to maximize the impact of the United Nations system in the development process;

II. MOBILIZATION OF RESOURCES

7. Decides to adopt for planning purposes the initial figure of $3.3 billion for core resources for the three-year period starting in 1997 and requests the Administrator to take all necessary measures to secure at least those estimated financial resources;

8. Stresses that increasing voluntary contributions to the core resources should remain the central effort of all donors, in particular traditional donors, and of the mobilization efforts of the Administrator, who should aim at widening the resource base, including by bringing in new donors as core contributors;

9. Also recognizes the importance of non-core resources, including cost-sharing and non-traditional sources of financing, as a mechanism to enhance the capacity and supplement the means of the United Nations Development Programme to achieve the goals and priorities as specified in decision 94/14;

10. Urges the Administrator to explore further non-traditional sources of financing, such as multilateral and regional banks and non-governmental organizations, in order to mobilize additional resources for the Programme;

2/ The three goals endorsed in decision 94/14 are: strengthening international cooperation for sustainable human development; helping the United Nations family to become a unified and powerful force for human development; and focusing United Nations Development Programme resources on making the maximum contribution in its programme countries to key sustainable human development dimensions.

The four areas endorsed in decision 94/14 are: poverty elimination, job creation, environmental regeneration and the advancement of women.

III. PROGRAMMING ARRANGEMENTS

11. Accepts in principle the three-year rolling planning scheme as proposed in document DP/1995/32;

12. Decides that the new country cooperation frameworks (country programmes) be developed by recipient Governments in consultation with the United Nations Development Programme and that they be submitted to the Executive Board for endorsement; also decides to consider further, at its first regular session 1996, the involvement of the Board in programming processes and procedures;

13. Recognizes the link between the cooperation frameworks and the national development plans and strategies of recipient countries, as well as with the country strategy note developed by interested countries, as a general framework for international cooperation for development, based on the fact that the Government has the primary responsibility for coordinating all types of assistance in accordance with national priorities and strategies;

14. Decides that the formulation of cooperation frameworks should be in accordance with General Assembly resolution 47/199 and in particular the emphasis on the programme approach, national execution and improved mechanisms for monitoring and evaluation;

IV. FINANCING MECHANISM

15. Decides to introduce a new, more flexible three-tier target for resource assignment from the core scheme for the allocation of resources to the country level;

16. Decides that criteria determining the eligibility for support from the United Nations Development Programme should be the same for all programmable core resources;

17. Endorses the earmarkings set out in the accompanying table 3/ for the United Nations Development Programme core resources;

18. Decides on the following basic guidelines for the allocation of resources under line 1.1.2 in paragraph 13 of the present decision:

(a) As indicated by the Administrator, a presumption that given the availability of good programmes, for initial planning purposes the amount

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3/ The individual shares of the total resources set out in the table will be applied to total available resources during the period 1997/1999, except for those in lines 2.1, 3.2, 4.1 and 4.2, which are subject to further deliberations in connection with the submission of the biennial budget estimates to the Executive Board at its third regular session 1995.

allocated to a country under line 1.1.2 will be roughly comparable in proportional terms (as indicated in the accompanying table) to what it receives under line 1.1.1;

(b) The process of resource allocation should be transparent and conform to the general poverty orientation reflected in the allocation to the low-income countries and the least developed countries contained in paragraph 24 of the present decision, as well as to reflect the same regional distribution as for line 1.1.1;

(c) The programming arrangements for line 1.1.1 and 1.1.2 will be the same;

(d) The need to ensure that countries with limited capacity for programme formulation benefit fully from line 1.1.2 by, inter alia, strengthening their capacity for programme design and implementation in order to enhance their access to this line;

(e) The need for countries with allocations of less than $300,000 annually under line 1.1.1 to retain a minimum critical mass of resources through allocations in line 1.1.2 that are in accordance with their eligibility for such resources;

(f) The importance of programme quality, including the degree to which programme proposals are aimed at promoting high-leverage activities in the sustainable human development focus areas contained in decision 94/14, particularly poverty elimination; and the enabling environment required for that objective;

(g) Assignments of resources under line 1.1.1 and line 1.1.2 will be dealt with simultaneously while recognizing the importance of ensuring that programmes financed under line 1.1.2 respond to national development programmes and strategies;

(h) The need to address special needs and opportunities for capacity-building that may emerge in individual countries;

(i) The need to promote policy dialogue on United Nations Development Programme resource allocation as well as to ensure close collaboration between Governments, resident representatives and the Programme in making resource allocation decisions;

(j) The need to develop increased capacity at all levels in the United Nations Development Programme for the management of programmes;

(k) The need to increase the authority of the resident representative to approve programmes and projects at the country level with the participation of the Government concerned, and the accountability of the resident representative for such projects and programmes;

	Earmarkings during fifth cycle $	Earmarkings during fifth cycle %	Proposed percentage earmarkings for next period %
1.0 Programmes/projects	(millions)		
Country			
1.1 Target for resource assignments from core (TRAC)			
1.1.1 Assigned immediately to countries	526	53.5	30.0
1.1.2 Assigned regionally for subsequent country application	-	-	20.0
1.1.3 Resources for development in countries in special situations	13	1.3	5.0
	539	54.8	55.0
Intercountry			
1.2 Regional	56	5.7	7.6
1.3 Global, interregional and special activities	25	2.5	4.2
	81	8.2	11.8
Other			
1.4 Evaluation	1	0.1	0.3
1.5 Special resources for TCDC activities	2	0.2	0.5
1.6 Resources for implementation	55	5.6	3.0
	58	5.9	3.8
Subtotal	678	68.9	70.6
2.0 Programme development and technical services			
2.1 UNDP programme support and development activities (PSDA)	33	3.3	3.0
2.2 United Nations systems support for policy and programme development (SPPD)	16	1.6	2.0
2.3 Technical support services from United Nations specialized agencies	11	1.1	1.6
2.4 Other	35	3.5	-
Subtotal	95	9.5	6.6
3.0 Support to United Nations system and aid coordination			
3.1 Programme support to the resident coordinator/aid coordinator	-	-	1.7
3.2 Support to United Nations operational activities	43	4.4	4.3
Subtotal	43	4.4	6.0
4.0 Biennial budget			
4.1 UNDP headquarters	70	7.1	6.8
4.2 UNDP country offices	100	10.1	10.0
Subtotal	170	17.2	16.8
Total	986	100.0	100.0

19. Decides to allocate an additional 0.5 per cent of total resources for the Europe and the Commonwealth of Independent States region, given the special needs of the countries with economies in transition. The resources required shall be obtained as follows: 0.2 per cent from line 1.2; 0.15 per cent from line 2.2; 0.15 per cent from line 2.3;

20. Authorizes the Administrator, taking note of conclusion 95/6 of the Programme and Budget Committee of the United Nations Industrial Development Organization at its eleventh session, to allocate an amount of $3 million for the year 1997, on a one-time, exceptional basis, to facilitate the smooth phase-out of the United Nations Development Programme funding for the UNIDO Country Director Programme and to enable the United Nations Industrial Development Organization to maintain its essential services in support of programme priorities of the United Nations Development Programme in the field during its 1996-1997 biennial budget cycle;

V. DISTRIBUTION OF RESOURCES

21. Approves the methodology for the distribution of resources for country programmes as described in paragraphs 74 and 75 of document DP/1995/32, including the following features, as indicated in section V of document DP/1995/32: gross national product per capita and total population, using existing weights and 1994 data (or latest estimates thereof); elimination of supplementary points; increased graduation thresholds; adjusted floors; 4/ and an appropriate bonus rate for least developed countries in line with the requirements mentioned in paragraph 24;

22. Takes note of the resource distribution set out in table 4, column 6 of document DP/1995/32, recognizing that these are preliminary estimates which will be updated using 1994 data; and requests that the final target for resource assignment from the core (TRAC) figures under line 1.1.1 for individual recipient countries be provided to the Executive Board at its first regular session 1996;

23. Decides that countries exceeding graduation thresholds during any year of the next cycle will continue to be recipients for a period of three years following that year and that their target for resource assignment from the core (TRAC) will be phased out progressively during those years;

24. Decides that the Administrator, as a goal, should ensure that 88 per cent of all targets for resource assignments from the core will be allocated to the low-income countries and 60 per cent to the least developed countries, and urges the Administrator to take account of these goals in all UNDP programme activities;

4/ These are 90 per cent for countries where gross national product per capita is less than $750; 80 per cent for countries where gross national product per capita is between $750-$1 500; 70 per cent for countries where gross national product per capita is between $1,500-$4,700; and 60 per cent for countries where gross national product per capita exceeds $4 700.

25. Authorizes the Administrator during the programming period, to revise authorized programming levels upwards or downwards on a proportionate basis, should estimates of resource availability exceed or fall short of the target set out in paragraph 7 of the present decision;

26. Requests the Administrator to report annually on the management of the programming arrangements and on the actual resource assignments made to each country to the Executive Board for appropriate action;

VI. EXECUTIVE BOARD REVIEW

27. Decides to apply the present decision during the period July 1995 through June 1997 for the programming of activities for the years 1997 onwards to enable the Administrator to implement the initiatives for change and support national endeavours towards poverty elimination and the achievement of sustainable human development;

28. Requests the Administrator to submit to the Executive Board at its annual session 1996 an interim report on the implementation of the programming arrangements. This report shall contain information on activities undertaken, the amount of financial resources involved, and the justification for activities undertaken under lines 1.1.2 and 1.1.3;

29. Decides to carry out a full-scale review of the introductory period July 1995 to June 1997 for the purpose of assessing experience and determining such changes as may be necessary to the successor programming arrangements.

16 June 1995

162. Following the adoption of decision 95/23, one delegation made a statement, emphasizing that for line 1.1.3 of the table contained in the decision, mandated activities under General Assembly resolutions for countries in special situations, and in particular, General Assembly resolution 49/21, should be taken into consideration.

VIII. UNITED NATIONS DEVELOPMENT FUND FOR WOMEN

163. The Administrator introduced the report on the United Nations Development Fund for Women (UNIFEM) (DP/1995/16), and underlined the actions taken to strengthen programme, financial and managerial accountability with regard to UNIFEM while minimizing the anticipated financial shortfall. He was confident that, by undertaking strong management measures, UNIFEM was on a sound managerial footing as the Fourth World Conference on Women approached. The UNIFEM Consultative Committee had conveyed to him its support for a number of the proposed measures to put the Fund on a sound financial footing.

164. The predominant goal, the Administrator explained, was to eliminate the negative balance of general resources of UNIFEM by the end of 1997. The estimated shortfall had been revised downward since the second regular session

of the Executive Board, largely through UNIFEM having received a higher level of contributions than expected and as a result of beneficial foreign exchange fluctuations. The projected general resources deficit stood at about $3 million in 1995.

165. As elaborated in the report, the Administrator stated that the primary responsibility for the lack of managerial oversight rested with UNIFEM. No fraud, waste or abuse of UNIFEM funds had occurred. He recognized that UNDP could have been more assertive in overseeing the financial management of the Fund and noted that UNDP was formulating ways to enhance the financial management of all programme funds that would be shared with the Board.

166. Components of the strategy to address the financial situation of UNIFEM were elaborated, including suspension of pipeline projects, reductions of budgets for existing projects and for administrative and technical support costs, intensive resource mobilization and identification of projects for co-financing. Measures to ensure responsible oversight in programme, financial and administrative matters were also outlined. The Administrator asked the Executive Board to authorize UNIFEM to proceed with its programme based on reasonable projections; to suspend the requirement for the operational reserve until the Fund was on a sound financial footing; and to approve the overdraft facility UNDP would provide on an as-needed basis.

167. The Director of UNIFEM, in her opening remarks, stated that since the second regular session of the Executive Board, UNIFEM had made every effort to reduce expenditures. Information had been provided to members of the Board during informal consultations in May 1995. UNIFEM was now addressing a set of changes to restructure its programme and respond effectively to the needs of women while taking into account its mandate and its financial situation. The Director outlined measures being taken to cut administrative and programme costs. She explained that with regard to new projects, the ability of UNIFEM to respond to the outcome of the Fourth World Conference on Women would be crucial for its viability as an organization. The year 1995 thus presented opportunities that could not be missed for women in the developing world. The support of the Executive Board for the proposed line of credit and co-financing options would enable UNIFEM to undertake new activities to move the issues of women forward in a cost-effective way.

168. A draft decision was circulated at the outset of the discussion on the item. Many delegations said the draft presented a workable solution for the future of UNIFEM while some cited reservations based on certain aspects of the draft text.

169. Most delegations expressed support for the measures being undertaken by UNIFEM and UNDP to redress the management situation and said the proposed strategy offered assurances that a similar problem to the one experienced would not occur again.

170. Several delegations stressed that the accountability of individuals and the reasons for mismanagement and lack of oversight must be clarified. The matter would have to be reviewed at a future session of the Executive Board when the results of the ad hoc review committee were known. One delegation asked that

UNDP provide the Board with information on the control of other funds and programmes at its third regular session 1995.

171. One delegation, supported by others, stated that the delay with which the Executive Board had been provided information on the matter was serious. The documentation presented to the Board included information that the deficit was reported internally in August 1994, but the Board was informed only in April 1995.

172. A number of delegations referred to the positive performance of UNIFEM and hoped that the measures would enable the Fund to resume its necessary role in assisting women in developing countries. In that regard, several delegations announced that their Governments had increased their contributions to UNIFEM or intended to do so.

173. Delegations raised some reservations, as had the Board of Auditors, about a projected rise in income for UNIFEM, particularly in relation to anticipated administrative costs. While most delegations support the need of UNIFEM to undertake new activities following the Fourth World Conference on Women, one delegation cautioned that UNIFEM should not have the authority to begin new projects until the Executive Board was informed of positive results of the new measures.

174. Most delegations expressed support for the provision of an overdraft facility, with strict limits and controls, with some speakers noting reservations on the charging of interest for the use of the facility. Most also agreed that the requirement for an operational reserve should also be suspended. It was imperative that UNIFEM operate with full financing until it had been put on a sound financial footing. Co-financing opportunities, of an estimated $2 million in 1996, were also viewed favourably, with some delegations stressing that any UNDP involvement should be in line with the organization's priorities.

175. Other comments related to the need to reduce overhead in UNIFEM and the need to ensure that the outposting of the UNDP/DOF staff member to UNIFEM be temporary. One delegation asked for identification of the UNIFEM posts that were to be frozen.

176. Many delegations noted the key role of the external evaluation of UNIFEM, with some announcing that they were prepared to contribute financially to the exercise. It was asked that a report be submitted at the third regular session 1995 on the evaluation.

177. In response, the Administrator said income projections would be monitored and the Executive Board would be provided with progress reports. He also informed the Board that complete information on the extent of the situation had not been available in time to present it to the Board before the second regular session 1995. He assured the Board that the steps taken to delineate the respective responsibilities of UNIFEM and UNDP in finance and administration would prevent future problems.

178. The UNIFEM Director stated that significant de-commitments had taken place severely affecting the work UNIFEM had aimed to carry out in many areas to

benefit women in developing countries and in the Fund's advocacy role. She noted that those components of the administrative budget which were flexible, such as travel and communications, had been reduced. There were various scenarios under discussion for the future of UNIFEM, including some based on income remaining at the 1995 level. However, she noted that options allowing for no new projects to be initiated would severely hamper the ability of the Fund to take advantage of opportunities presented by the Fourth World Conference on Women.

179. The Assistant Administrator and Director, Bureau for Finance and Administration, informed the Executive Board that the Administrator was fully accountable for UNIFEM, but managerial and financial responsibility had been delegated to the UNIFEM Director. As stated in the report, UNDP, as provider of central services to UNIFEM, should have been more proactive in addressing the financial situation of UNIFEM; however, that did not indicate in any way that UNIFEM had been regarded as a low priority.

180. The delegation of the United States informed the Board that, while it did not wish to block a decision, it could not join in the decision on UNIFEM for the reasons it had outlined during the discussion on the item.

181. The Executive Board adopted the following decision:

95/18 United Nations Development Fund for Women

The Executive Board

1. Authorizes the United Nations Development Fund for Women to proceed with its programme in keeping with the projections described in table 3 of document DP/1995/33 subject to the following conditions:

(a) Administrative expenditure should be reduced further to a level more consistent with its project activities while bearing in mind the need to retain a critical capacity for the Fund;

(b) Income projections should be kept under review and necessary steps should be taken and reported to the Board if the projections fall 10 per cent below the levels contained in table 3 of DP/1995/33;

(c) Effective financial and programme management procedures for both the United Nations Development Programme and the United Nations Development Fund for Women, including those recommended by the internal and external auditors, have been put in place as soon as possible and reported to the Executive Board not later than 1 January 1996;

2. Requests the Administrator of the United Nations Development Programme and the Director of the United Nations Development Fund for Women to implement the recommendations in the Management Letter of the Board of Auditors and to report on their implementation to the Board in the reports called for in paragraph 13 of the decision;

3. Also requests the Director of the United Nations Development Fund for Women to take personal charge of the periodic review of the financial statements identified in paragraph 59 of document DP/1995/33;

4. Authorizes the use of UNDP funds to cover, up to the limits specified in paragraph 5 below, the UNIFEM cash shortfall and requests the Administrator to establish for this purpose an overdraft facility for UNIFEM on the basis of the interfund accounts and to charge interest costs to UNIFEM for the use of this facility on a basis that will result in no gain or loss for UNDP;

5. Decides that this overdraft facility cannot be used for any new commitments incurred by UNIFEM after 1 January 1995, and that its utilization for prior commitments will be limited to the period 1995-1997, to a maximum drawdown of $4.5 million, with the proviso that the Administrator will report to it immediately if drawdowns exceed $3 million;

6. Suspends the requirements for the operational reserve until such time as it decides that the financial situation of UNIFEM is on a sound basis subject to the following conditions:

(a) That UNIFEM operates on a full funding basis for all new commitments incurred after 1 January 1995, ensuring that the total amount of these new commitments is to be covered from its own resources, while recognizing that at the same time it may draw down on the UNDP overdraft facility, as required, within the limits specified in paragraph four above, to cover financial obligations incurred prior to 1 January 1995;

(b) That UNIFEM continues to calculate and report to the Board a notional operational reserve in order to ensure financial transparency;

7. Views with concern the absence of a satisfactory and timely explanation of the way the operational reserve was drawn down during 1994 and requests the United Nations Development Programme and the United Nations Development Fund for Women to provide one as soon as possible;

8. Decides that neither partial funding authority nor the operational reserve mechanism will be restored to UNIFEM until relevant control mechanisms have been thoroughly reviewed and new procedures have been put in place that will ensure, inter alia, the accurate calculation and regular updating of reserve levels, and the establishment of a system to provide sufficient early warning of any possible future drawdowns on the reserve;

9. Requests the Administrator to explore possibilities for the assumption and/or co-financing of relevant UNIFEM projects by UNDP, within the plans and priorities of UNDP and recipient Governments;

10. Stresses the importance of establishing and maintaining a strengthened UNDP/UNIFEM interface, and requests the Administrator and the Director of UNIFEM to include information on this interface in their future reports to the Executive Board.

11. Endorses the Administrator's proposal to outpost one staff member from the UNDP Division of Finance to UNIFEM to assist in the monitoring of project funds and who will report to both UNDP/DOF and UNIFEM, without prejudice to the autonomy of UNIFEM, and without increasing UNIFEM administrative expenditures;

12. Requests the Administrator to bring its new Project Financial Management System online as soon as possible, incorporating enhancements to permit the recording of pipeline activity and shadow budgets, and calls for the Project Financial Management System to be established, at the earliest opportunity, as a common information system for both UNDP and UNIFEM, replacing the UNIFEM Budget Management System;

13. Also requests the Administrator to inform it of the measures taken once accountability for UNIFEM's current financial situation has been determined and of the steps taken to establish clear lines of accountability both within UNIFEM and between UNDP and UNIFEM;

14. Further requests the Administrator and the Director of UNIFEM to provide oral or written progress reports, as appropriate, on the implementation of the present decision to each session of the Executive Board in 1995 and 1996.

14 June 1995

IX. UNDP: TECHNICAL COOPERATION AMONG DEVELOPING COUNTRIES

182. The Associate Administrator introduced the two reports submitted under this item: the report of the Administrator on technical cooperation among developing countries (DP/1995/36), which summarized activities during 1993-1994, and the report of the Ninth Session of the High-Level Committee on the Review of TCDC (New York, 30 May-2 June 1995) (DP/1995/L.5). The first document contained information on the new strategic direction undertaken by the Special Unit on TCDC and activities funded under Special Programme Resources, which had recently been the subject of an in-depth evaluation by outside consultants. The Associate Administrator then summarized the decisions adopted by the High-Level Committee, highlighting the review of the proposals on new directions for TCDC prepared by the Special Unit and the subsequent recommendations endorsed by the High-Level Committee.

183. The Rapporteur of the High-Level Committee read out the amendments to DP/1995/L.5 received following publication of the report. One delegation suggested additional amendments. The Rapporteur informed the Executive Board that the final report would be issued as a supplemental document to the fiftieth session of the General Assembly and thanked the Secretariat for its assistance during the High-Level Committee meeting.

184. The representative of the Philippines, on behalf of the Group of 77 and China, expressed strong support for the report of the High-Level Committee, cited the recent endorsement of TCDC modalities at international conferences as a boost to development efforts, and introduced amendments to the draft decision distributed to the Executive Board. Donors were thanked for their support. One delegation asked for information on the links between TCDC and national

technical cooperation. Several speakers welcomed the more strategic approach of UNDP in TCDC and the practical proposals endorsed by the High-Level Committee. Two delegations expressed reservations about the proposed amendments to the draft decision and suggested that further consultations be held.

185. The Executive Board adopted the following decision:

95/19. Technical cooperation among developing countries

The Executive Board

1. Endorses the New Directions for technical cooperation among developing countries as recommended by the High-level Committee on the Review of TCDC in accordance with General Assembly resolution 49/96;

2. Reaffirms the important role that the new directions for TCDC can play in increasing the use of both technical cooperation among developing countries and economic cooperation among developing countries as dynamic instruments for expanded South-South cooperation;

3. Welcomes the efforts of the United Nations Development Programme to promote a more strategic orientation for technical cooperation among developing countries activities by focusing the present programme on high-impact activities;

4. Invites the Administrator to take appropriate action with regard to the promotion and implementation of technical cooperation among developing countries activities pursuant to Economic and Social Council resolution 1992/41, which calls on all parties in the development effort to give the technical cooperation among developing countries option "first consideration" in technical cooperation activities;

5. Further invites the Administrator to ensure that the Special Unit for TCDC plays a proactive role within the United Nations system in an effort to expand the application of technical cooperation among developing countries and effectively implement the strategy for new directions for technical cooperation among developing countries while endeavouring to reduce the delivery cost of future programmes for technical cooperation among developing countries.

14 June 1995

X. UNITED NATIONS OFFICE FOR PROJECT SERVICES

186. The Executive Director of the United Nations Office for Project Services (UNOPS) introduced the report on the implementation of decisions 94/32 and 95/1 on the United Nations Office for Project Services (DP/1995/37). He noted that the report should be seen in conjunction with the annual report of the Administrator for 1994 (DP/1995/30/Add.1). The 1994 UNOPS annual report was also distributed.

187. He informed the Executive Board that following the approval of the UNOPS Financial Regulations by the Board in January 1995, work had been initiated to establish dedicated UNOPS Financial Rules. Moreover, UNOPS was undertaking the preparation of agreements between UNDP and UNOPS, in line with Regulation 5.3, and a risk analysis study with the United Nations Office of Legal Affairs, as suggested by the Advisory Committee on Administrative and Budgetary Questions. UNOPS had established the Procurement Review and Advisory Committee, which had resulted in a reduction of the average turn-around time required for the review of proposed procurement actions by 50 per cent. A task force had been set up between UNDP and UNOPS to prepare two agreements establishing a division of responsibilities and labour between the two organizations, which were expected to be finalized by the end of 1995. One defined the new relationship between the two organizations and the other the nature and extent of central services that UNDP would render to UNOPS.

188. Several delegations voiced their appreciation of the additional and updated information provided by UNOPS. One delegation requested that in the future UNOPS issue comprehensive annual reports, with analysis of problems faced or foreseen. Several delegations asked for comments on the viability of UNOPS in light of its recent transition. More information on financial rules and regulations and on procurement activities was sought.

189. The Executive Director informed the Executive Board that future reports to the Board would combine the elements concerning UNOPS that had, in the transitional year, been presented separately in the report of the Administrator and in the report of the Executive Director, and that the analytical elements of UNOPS reports would be strengthened. The UNOPS Financial Rules, expected to be finalized by the end of 1995, would be circulated in advance of their promulgation, with Executive Board members given 30 days to comment. The ratio between actual implementation and available project budgets for 1994 was considered satisfactory. The Executive Director noted that UNOPS had lost a certain amount of business owing to the uncertainty of its situation during the discussions on its future, with an estimated loss of some $100-150 million worth of business. While there was reason for concern as regarded the existing portfolio for 1996 and beyond, UNOPS was hopeful of attracting new and non-traditional business through United Nations agencies, an initiative that had so far garnered considerable interest owing to its recognized delivery capacity. UNOPS had established contacts with the United Nations Centre on Human Settlements with a view to cooperating in programmes that promoted sustainable human development, particularly at municipal levels. UNOPS was committed to giving prompt service for implementation and value for money while striving to lower its administrative costs. The Executive Director stated that he would keep the Executive Board informed as the various issues evolved.

190. The Executive Board took note of the report on the Office of Project Services (DP/1995/37).

XI. UNDP: HUMAN DEVELOPMENT REPORT

191. The Associate Administrator introduced the report on the Human Development Report (DP/1995/34). He informed the Executive Board that the 1995 Report had been completed and would be launched on 17 August 1995. An advance copy would be shared with Governments in early July 1995. He said that UNDP hoped that by supporting the production of a report that retained the essential element of editorial independence, a contribution to the debate on development issues could continue, without prejudice or predetermination of the character of the UNDP programme. A number of steps had been taken to structure the review process to enhance the accuracy and quality of the analysis as well as its intellectual integrity. The statistical accuracy of the Report had also been improved through work with international agencies who had responsibilities for standardizing and harmonizing international data sets. Three rounds of consultations with Member States had been held during the previous year. Advisory panels and peer reviews were also introduced.

192. Several delegations emphasized the importance and usefulness of the Human Development Report as a tool for furthering human development, particularly in its current context. Its role in determining trends in development was also noted. Several speakers underlined the need for its editorial independence. Others praised the increased transparency of the process and the increased accuracy of the Report. Several speakers cited the national attention in their countries to the Report, particularly when translated into the official language of that country. The Report garnered much favourable media attention.

193. Some speakers asked for more information regarding the consultations held during the previous year. One delegation stressed that the Executive Board should have a greater role in the finalization of the Report given UNDP funding of the Report and sought clarification on the status of funding of the Report by UNDP. The same delegation noted that it would have preferred that the Board adopt a decision reflecting the above instead of only taking note of the Report.

194. One delegation asked how the findings of the Report helped developing countries in practical terms, including assistance with programming and identification of problems. Information on the topics of future reports and summaries of the first five reports were requested.

195. Several delegations noted that the use of statistics in the Report had been strengthened and expressed support for the addition of a statistician to the Human Development Report Office.

196. The Associate Administrator detailed the consultative process leading up to publication of the 1995 Human Development Report. He explained that since the Report was not an intergovernmental document it did not need to be fully endorsed by an intergovernmental body. He informed the meeting that the two eminent consultants working in relation to the Report in 1995 were Ms. Margaret Catley-Carlsson, President of the Population Council and Professor Lincoln Chin, Director of Population and Development Studies at Harvard University.

197. The Director of the Human Development Report Office explained that the goal of the office was to build on past strengths and eliminate perceived weaknesses. Data was a principal area of preoccupation with a continuing process needed. Statistics and data were collected at the country level and a global effort was needed to improve indicators. Data used in the Report was the latest and most viable but weaknesses reflected differences at the country level.

198. The Executive Board took note of the report on the Human Development Report (DP/1995/34).

XII. OTHER MATTERS

A. HIV/AIDS

199. A representative proposed that an item on HIV/AIDS be discussed under other matters. Clarification was sought regarding the actions taken by UNDP to integrate its HIV and Development Programme into the Joint and Co-Sponsored United Nations Programme on HIV/AIDS (JCP/UNAIDS). UNDP was also asked to give details of cooperation between the 22 HIV and Development National Professional Officers (NPOs) and JCP/UNAIDS, as requested in decision 95/11 adopted at the second regular session 1995.

200. The Assistant Administrator and Director of the Bureau for Policy and Programme Support emphasized that UNDP had observed with great pleasure the progress made by the Executive Director of JCP/UNAIDS and his staff in preparing for the formal establishment of the programme on 1 January 1996. The Administrator had recently assumed the role of chairperson of the Committee of Co-Sponsoring Organizations (CCO). He explained that UNDP would be supporting the efforts of the Executive Director in a number of ways, including through meetings and regular contacts with him on matters relating to CCO and JCP/UNAIDS. A senior staff member had been seconded to assist the Executive Director in negotiating the support cost agreement with the World Health Organization and further staff would be seconded in consultation with the Executive Director. UNDP had encouraged resident coordinators to strengthen and establish thematic working groups on HIV and AIDS and to ensure their effective functioning; invited JCP/UNAIDS and its co-sponsors to attend UNDP training workshops; participated actively in global- and regional-level activities to develop a strategic plan of action for JCP/UNAIDS; and was working with staff of JCP/UNAIDS responsible for developing the programme's approach at country level. Moreover, UNDP had briefed all its partners from non-governmental organizations on the process of establishing JCP/UNAIDS and had kept its country offices and headquarters staff informed of developments in this area. UNDP was also working to strengthen the implementation of the United Nations HIV/AIDS personnel policy. Ongoing discussions with the Executive Director were being held on the future role and responsibilities of UNDP within JCP/UNAIDS.

201. UNDP had given high priority to strengthening its country offices to ensure an effective integration of responses to HIV/AIDS into the country programmes. The 22 NPOs had played an important role in this regard, providing back-stopping support within the country offices for all HIV and development programmes and

projects. Their work was highly significant since HIV/AIDS-related activities currently run at country level amounted to about $100 million.

202. Several delegations urged UNDP to ensure the integration of its activities in HIV and development into JCP/UNAIDS and to give its complete support to the new programme. The importance of decision 95/11 was underlined. One delegation urged that requests to donors for funding of HIV and development initiatives be coordinated through JCP/UNAIDS. Another speaker asked that UNDP ensure that linkage be made with JCP/UNAIDS in all future documentation on activities in HIV and development and that theme groups be set up immediately at the country level through the resident coordinator, where that had not already taken place. A request was made that the Assistant Administrator's statement on the topic be made available to the Executive Board. One delegation underlined the need for clarity on the role of UNDP in financing the new programme. It was requested that the item be discussed at the third regular session 1995, under the joint UNDP/UNFPA segment.

203. The Assistant Administrator explained that JCP/UNAIDS was in the midst of being established and a number of issues related to the more detailed interrelationship between JCP/UNAIDS and the six co-sponsoring agencies were still open. A Memorandum of Understanding was still being drafted. Discussions on the division of labour between JCP/UNAIDS and UNDP were still ongoing. A meeting with the Executive Director was planned for July 1995. Questions remained about the extent to which UNDP and other co-sponsors should contribute to the JCP/UNAIDS budget and how resource mobilization could be coordinated. Another important issue concerned programme activities at the country level and to what extent JCP/UNAIDS would be actively engaged in programme activities. UNDP was also open to discussing the role and mandate of its NPOs. In closing, the Assistant Administrator restated the firm commitment of UNDP to working consistently and in close cooperation with the new programme. UNDP fully recognized the central role of JCP/UNAIDS in the development of policy and the provision of technical guidelines and in the mobilizing and coordinating of the network of United Nations bodies responding to the epidemic. The organization would continue to work within this framework in all its activities.

B. Change of name of the United Nations Sudano-Sahelian Office

204. Further to its decision 95/6 of 13 January 1995, the Executive Board took note of the change in name of the United Nations Sudano-Sahelian Office to the Office to Combat Desertification and Drought. The change had followed consultation with interested parties, including the United Nations Environment Programme. The acronym, UNSO, would be kept for use in all languages. The General Assembly would be informed of the change of name through the report of the Executive Board to the Economic and Social Council.

C. Conclusion of the session

205. The Executive Board concluded its work by adopting the following decision:

95/24. Overview of decisions adopted by the Executive Board at its annual session 1995

The Executive Board

Recalls that during its annual session 1995 it:

ITEM 1: ORGANIZATIONAL MATTERS

Approved the agenda and work plan for its annual session 1995 (DP/1995/L.3);

Approved the report of the second regular session 1995 (DP/1995/16);

Approved the following schedule of future sessions of the Executive Board subject to the approval of the Committee on Conferences:

Third regular session 1995: 11-15 September 1995

First regular session 1996: 16-19 January 1996

Second regular session 1996: 25-29 March 1996

Annual session 1996: June 1996

Third regular session 1996: 9-13 September 1996

Agreed to the subjects to be discussed at these sessions as listed in the annex;

ITEM 2: UNFPA: REPORT OF THE EXECUTIVE DIRECTOR AND PROGRAMME-LEVEL ACTIVITIES

Took note of the annual report of the Executive Director for 1994 (DP/1995/24/Part I);

Adopted decision 95/14 of 8 June 1995 on the implementation of decision 94/25: Assistance to Rwanda;

Adopted decision 95/15 of 14 June 1995 on programme priorities and future directions of UNFPA in light of the International Conference on Population and Development;

Adopted decision 95/16 of 8 June 1995 on UNFPA work plan for 1996-1999 and request for programme expenditure authority;

Adopted decision 95/20 of 14 June 1995 on UNFPA: Institutional arrangements;

Adopted decision 95/21 of 14 June 1995 on the Global Initiative on Contraceptive Requirements and Logistics Management Needs in Developing Countries in the 1990s;

Took note of the report on the status of financial implementation of country programmes and projects (DP/1995/27);

ITEM 3: UNFPA COUNTRY PROGRAMMES

Approved the increased funding authority for the country programme for Namibia (DP/1995/28);

ITEM 4: UNDP and UNFPA: REPORTS TO THE ECONOMIC AND SOCIAL COUNCIL

Adopted decision 95/17 of 8 June 1995 on UNFPA/UNDP reports to the Economic and Social Council: Follow-up to General Assembly resolution 47/199;

Took note of the report of the Executive Director of UNFPA (DP/1995/24/Part III) and the report of the Administrator of UNDP (DP/1995/30/Add.3) on follow-up to the International Conference on Population and Development and to the World Summit on Social Development and decided to transmit them, together with the comments of the Board, to the Economic and Social Council;

ITEM 5: UNDP/UNFPA: HARMONIZATION OF PRESENTATION OF BUDGETS AND ACCOUNTS

Took note of the UNDP/UNFPA report on harmonization of presentation of budgets and accounts with the comments made therein (DP/1995/29);

ITEM 6: UNDP: ANNUAL REPORT OF THE ADMINISTRATOR AND RELATED MATTERS

Took note of the annual report of the Administrator for 1994: introduction (DP/1995/30); main programme record (DP/1995/30/Add.1); statistical annex (DP/1995/30/Add.2); reports of the Joint Inspection Unit of interest to UNDP (DP/1995/30/Add.4); and subcontracts awarded and major equipment ordered (DP/1995/30/Add.5);

Took note of the report on the role of UNDP in the implementation of the United Nations New Agenda for the Development of Africa in the 1990s (DP/1995/35);

ITEM 7: FUTURE OF UNDP: IMPLEMENTATION OF DECISION 94/14

Adopted decision 95/22 of 16 June 1995 on Initiatives for change;

ITEM 8: UNDP: MATTERS RELATING TO THE PROGRAMMING CYCLES

Adopted decision 95/23 of 16 June 1995 on the successor programming arrangements;

ITEM 9: UNITED NATIONS DEVELOPMENT FUND FOR WOMEN

Adopted decision 95/18 of 14 June 1995 on the United Nations Development Fund for Women;

ITEM 10: UNDP: TECHNICAL COOPERATION AMONG DEVELOPING COUNTRIES

Adopted decision 95/19 of 14 June 1995 on technical cooperation among developing countries;

Took note of the report of the High-Level Committee on the Review of Technical Cooperation among Developing Countries on the work of its ninth session (DP/1995/L.5);

ITEM 11: UNITED NATIONS OFFICE FOR PROJECT SERVICES

Took note of the report on the United Nations Office for Project Services (DP/1995/37);

ITEM 12: HUMAN DEVELOPMENT REPORT

Took note of the report on the Human Development Report (DP/1995/34);

ITEM 13: OTHER MATTERS

Took note of the change of name from the United Nations Sudano-Sahelian Office to "Office to Combat Desertification and Drought" while keeping the acronym "UNSO" in all languages.

16 June 1995

Annex

ALLOCATION OF SUBJECTS FOR FUTURE SESSIONS

The following subjects are scheduled to be considered at future sessions:

Third regular session (11-15 September 1995)

Item 1. Organizational matters (including follow-up to the substantive session of the Economic and Social Council)

UNFPA segment

Item 2 Report on the implementation of UNFPA successor support cost arrangements

Item 3. Global Initiative on Contraceptive Requirements

Item 4. Intercountry and country programmes

- Intercountry programme
- Country programmes

Item 5. Financial and budgetary matters

- Annual financial review, 1994
- Biennial budget proposals for 1996-1997
- Report of ACABQ on budget estimates

UNFPA/UNDP joint segment

Item 6. UNDP/UNFPA: Field visits 1995

Item 7. HIV/AIDS

UNDP segment

Item 8. Country programmes and related matters

- Mid-term reviews of regional programmes
- First country programme for Azerbaijan
- First country programme for Russia
- Fifth country programme for Haiti
- Fifth country programme for Rwanda: Note by the Administrator
- Fifth country programme for Burundi: Note by the Administrator

Item 9. Matters relating to the programming cycles

- Haiti's development needs and activities (95/4, para. 2)

Item 10. Agency support costs (91/32)

Item 11. Financial and budgetary matters

- Annual review of the financial situation 1994 (95/3, para. 7)
- Revised budget estimates for the 1994-1995 biennium and budget estimates for the 1996-1997 biennium
- Report of ACABQ on the budget estimates
- Audited accounts and audit reports of the executing agencies as at 31 December 1993
- Audit reports: Summary of significant observations of the external auditors of the executing agencies on the 1993 account relating to funds allocated to them by UNDP

Item 12. Procurement from developing countries

Item 13. United Nations system regular and extrabudgetary technical cooperation expenditures

Item 14. United Nations Development Fund for Women

Item 15. Other matters

First regular session (16-19 January 1996)

- Organizational matters (including election of Bureau and rules of procedure)

UNDP segment

- Matters relating to the programming cycles
- Initiatives for change: Follow-up to decision 95/22
- Country programmes and related matters
- United Nations technical cooperation activities
- Proposed revisions to UNDP financial regulations and rules related to support cost arrangements

UNDP/UNFPA joint segment

- Follow-up to and preparations for the Economic and Social Council
- Harmonization of presentation of budgets and accounts (94/30)

UNFPA segment

- Strategy for allocation of UNFPA resources
- Future role of UNFPA regarding contraceptive requirements and logistics management needs
- Draft mission statement of UNFPA
- Background note on possible membership of the UNDP/UNFPA Executive Board in the UNICEF/WHO Joint Committee on Health Policy
- Country programme and related matters

Second regular session (25-29 March 1996)

- Organizational matters

UNFPA segment

- Country programmes

UNFPA/UNDP segment

UNDP segment

- Country programmes and related matters
- Evaluation
- United Nations Volunteers

Annual session (June 1996)

- Organizational matters

UNDP segment

- Annual report of the Administrator and related matters
- Matters relating to the programming cycles

UNDP/UNFPA segment

- Reports to the Economic and Social Council

UNFPA segment

- Report of the Executive Director and programme-level activities
- Report on the implementation of the International Conference on Population and Development (part of annual report)
- Periodic report on evaluation
- Work plan
- Status of financial implementation of country programmes and projects

Third regular session (9-13 September 1996)

- Organizational matters

UNFPA segment

UNFPA/UNDP segment

- Reports on field visits

UNDP segment

- Matters relating to programming cycles
- Country programmes and related matters
- Agency support costs
- Financial and budgetary matters

Part four

THIRD REGULAR SESSION

Held at United Nations Headquarters from 11 to 15 September 1995

I. ORGANIZATIONAL MATTERS

1. The Vice President, Mr. Carlos Bersale di Cerisano (Argentina), opened the third regular session 1995 of the Executive Board. He informed the Executive Board that two informal consultations had been held since its last session: on 28 August, on the terms of reference for the evaluation of the United Nations Development Fund for Women (UNIFEM) and on 29 August, on matters for review by the Board, in particular on United Nations Development Programme (UNDP) budget estimates for the next biennium. The United Nations Population Fund (UNFPA) had held informal consultations on 30 August on UNFPA budget estimates for the next biennium, the Fund's technical support services arrangements and the proposed UNFPA intercountry programme for 1996-1997. The Bureau had held two meetings, on 22 August and 5 September.

2. The Vice President informed the Executive Board that two field visits were planned for 1996, to the People's Republic of China, and to a post-emergency country in southern Africa. The Bureau would consult with regional groups on the composition of the teams.

3. The Executive Board approved the following agenda for its third regular session 1995, as contained in document DP/1995/L.4:

Item 1 Organizational matters

Item 2 UNDP: Matters relating to the programming cycles

Item 3 UNDP: Country programmes and related matters

Item 4 UNDP: Financial, budgetary and administrative matters

Item 5 UNDP: Agency support costs

Item 6 UNOPS: Financial, budgetary and administrative matters

Item 7 United Nations Development Fund for Women

Item 8 UNFPA: Financial, budgetary and administrative matters

Item 9 UNFPA: Report on the implementation of UNFPA successor support cost arrangements

Item 10 UNFPA: Global Initiative on Contraceptive Requirements

Item 11 UNFPA: Intercountry and country programmes

Item 12 UNDP/UNFPA: Field visits 1996

Item 13 UNDP/UNFPA: United Nations Joint and Co-sponsored Programme on HIV/AIDS

Item 14 Other matters

4. The Executive Board approved the work plan contained in document DP/1995/L.4, as amended and distributed.

5. One delegation brought to the attention of the Executive Board paragraph 11 of General Assembly resolution 48/218 B, in which the General Assembly had established the United Nations Office of Internal Oversight Services in July 1994. The Office was responsible for ensuring that the same standard of internal oversight that existed in the United Nations Secretariat also existed in the funds and programmes. In resolution 48/218 B, the General Assembly had requested the Under-Secretary-General for Internal Oversight Services to consult with the Executive Boards of the operational funds and programmes and to report how the provisions of the resolution would be implemented with respect to the internal oversight activities of the funds and programmes. The Under-Secretary-General would contact the Board with the intention of holding a discussion in early 1996 on follow-up to the resolution.

6. The Executive Board decided to postpone item 5 - agency support costs - to the first regular session 1996. It also decided to postpone item 13 of the joint UNDP/UNFPA segment on the United Nations Joint and Co-sponsored Programme on HIV/AIDS and to consider it at its first regular session 1996 on the basis of a written report by the Secretariat.

7. The Executive Board approved the report of the annual session 1995 (DP/1995/39).

The following dates of future sessions of the Executive Board were approved:

15-19 January 1996	First regular session 1996
25-29 March 1996	Second regular session 1996
6-17 May 1996	Annual session 1996 (if held in Geneva)
13-24 May 1996	Annual session 1996 (if held in New York)
9-13 September 1996	Third regular session 1996

8. The Chief of the Executive Board Secretariat noted that the dates of the annual session 1996 had been moved from June to May in order to comply with paragraph 5 of Economic and Social Council resolution E/1995/50, in which the Council had reiterated that the United Nations funds and programmes should submit their reports to the Council [at its substantive session] in all official languages of the United Nations in good time, in order to enable the Council to carry out its policy guidance functions.

9. The Executive Board agreed to the subjects to be discussed at the above sessions, as listed in the annex to decision 95/37. The list of subjects on the agenda of the Board for 1994 to 1997 and a compendium of decisions adopted at the third regular session 1995 were distributed.

10. One representative expressed his thanks to the Executive Board for the productive work accomplished during the third regular session 1995. He cited the critical issues of importance to the work of UNDP and in that spirit, wished to draw attention to the budget estimates for 1996-1997. The

declining level of resources was of great concern and it was hoped that development partners would increase their support for the work of the organization.

11. The Vice President, Mr. Carlos Sersale di Cerisano (Argentina), on behalf of the Bureau of the Executive Board and on behalf of the entire Board, expressed his gratitude for the work accomplished under the leadership of the President, H. E. Mr. Zbigniew Wlosowicz (Poland). As this was the last meeting of the Executive Board in 1995, he wished to thank the President for his skilfulness and dynamism in guiding the work of the Bureau. The Vice President, Mr. Hong Jae Im (Republic of Korea), on behalf of the Asian and Pacific members of the Board, expressed gratitude to the President, the Administrator, the Secretariat, and the staff for their contributions to the work of the Executive Board.

12. The Administrator cited the great progress made by the Executive Board during 1995. He expressed his gratitude to the Board and its Bureau for their participation in resolving issues which had made a great difference to UNDP. The outgoing members of the Executive Board had contributed greatly to the work of the Board and would be missed. He also expressed appreciation to the secretariat.

13. The Executive Director of UNFPA noted that the informed and focused deliberations held by the Executive Board on UNFPA items during the year had clearly shown that the Board had indeed also become the Executive Board of UNFPA for which she was extremely grateful. She thanked the Board for the excellent guidance it provided throughout the year and looked forward to continued cooperation in the future.

14. The Executive Board approved decision 95/37, the overview of decisions adopted by the Executive Board at its third regular session 1995.

15. In closing the session, the President stated that the Executive Board had been successful in fulfilling the tasks of what had been a complex session. The most important factor was the human one: the people involved working with enormous devotion and heart both delegations and the secretariat. The human interaction was lively and effective and an example of pragmatic cooperation had been set.

II. UNDP: MATTERS RELATING TO THE PROGRAMMING CYCLES

Eligibility for granting an independence bonus

16. The Assistant Administrator and Director of the Bureau for Resources and External Affairs (BREA) introduced the report on eligibility for an independence bonus (DP/1995/46). He stated that there were two main aspects to the issue. The first was the issue of eligibility of the countries listed in the annex to the report for the independence bonus. Brief background information and an interoffice memorandum from the United Nations Office of Legal Affairs on the subject were included in the report. A representative of the United Nations Office of Legal Affairs was present at the session.

17. The second issue was the availability of resources to finance the independence bonuses should the Executive Board approve them. The Assistant Administrator recalled that when the Governing Council had established the programming framework for the fifth cycle in its decision 90/34, it had included a special earmarking of $100 million as an unallocated reserve for the purpose of subsequently issuing revisions to the indicative planning figures (IPF) of existing programmes as well as providing for IPFs for newly admitted countries. From 1992 to 1994, with the establishment of new IPFs and other revisions, over $150 million in additional earmarkings had been approved by the Governing Council/Executive Board, thus overdrawing the reserve.

18. During the mid-term review of the fifth programming cycle in 1994, the resource estimates for the cycle had been revised (based on actual contribution levels for 1992-1994 and projections for the remaining years of the cycle) leading to the Executive Board's approval of revised IPFs and Special Programme Resources (SPR) to 70 per cent of their original levels. Subsequently, additional earmarkings were approved by the Board, including those for South Africa and Haiti. As a result, a deficit of approximately $66 million in the balance of resources (compared to total programmable resources of $3,214 million) was currently expected to occur at the end of the fifth cycle. The Assistant Administrator explained that any additional earmarkings made by the Board at the current session would likely increase the deficit.

19. The Vice President of the Executive Board, Mr. Carlos Sersale di Cerisano (Argentina), circulated a draft decision based on informal consultations. He explained that the decision needed to be considered in the context of the fifth programming cycle, and resources found within those available during that cycle. He also pointed out that the supplementary criterion of new independence would not exist in the successor programming arrangements agreed to in Executive Board decision 95/23. The draft decision would resolve the question of eligibility and look at the financial implications of the independence bonus, providing for a part of the bonus to be paid immediately and for the balance to be allocated should funds be available.

20. General support for the draft decision was expressed as it contained most of the elements necessary for an agreement. A number of speakers stated that the eligibility of countries was clearly based on Governing Council decision 76/43 and General Assembly resolution 2688 (XXV). However, some speakers asked for clarification on whether Council decision 76/43 had been

adopted with the intention that only newly independent states that lacked administrative infrastructure should receive an independence bonus. Others stated that decision 76/43 clearly showed that any country who had attained independence since 1973 was eligible for the independence bonus. Many delegations questioned the linkage between eligibility and status as a least developed country, as referred to in the legal interpretation provided by the United Nations Office of Legal Affairs. One speaker, supported by others, stated that a decision could not be taken on the basis of the legal interpretation provided in the document.

21. Several speakers described the difficulties that certain countries in transition were facing. The Vice Prime Minister of the Republic of Georgia, H.E. Mr. Irakli Menagarishvili, underlined the need for the independence bonus as a positive expression of support by UNDP. Some delegations recommended special consideration for least developed countries, in particular for Eritrea. There was general agreement that the countries included in the annex to the draft decision were eligible for an independence bonus.

22. It was agreed that granting of independence bonuses to the countries listed in the annex should be done within the context of the fifth cycle. Some delegations emphasized that the practice of providing a bonus to newly independent states should not be continued under the successor programming arrangements since the only supplementary criterion approved by the Executive Board in decision 95/23 was status as a least developed country. One speaker stressed that funding should not be taken away from other programmes. The Vice President answered that there would be no carry-over of funding to the successor programming arrangements.

23. One delegation asked for a clarification of the relationship between paragraph 19 of Executive Board decision 95/23, which referred to an allocation of an additional 0.5 per cent of total resources for the Europe and the Commonwealth of Independent States region, and the independence bonus. The Vice President explained that they were two separate issues relating to two different financial periods.

24. The representative of the Slovak Republic requested that his country be included in the list of countries eligible for the independence bonus. The Assistant Administrator, in response, explained that the Slovak Republic had not been included in the list contained in the annex to document DP/1995/46 as it was understood by UNDP that the Czech Republic and the Slovak Republic had both been admitted to the United Nations as new Member States whereas in the cases of the other countries listed, independence had been attained from a country whose status of membership in the United Nations had not changed.

25. A revised draft decision was distributed to the Executive Board. Prior to the adoption of the decision, as orally amended, the Vice President stated that the following points would be taken into consideration in connection with approval of the decision: (a) Eritrea, designated as least developed country by the General Assembly in December 1994, would receive $500,000 plus 5 per cent of the fifth cycle IPF immediately (as compared with the amount received by the others eligible for the independence bonus, which would receive $100,000 plus 5 per cent of the fifth cycle IPF); (b) in response to the request of the Slovak Republic for inclusion in the list of recipients of the independence bonus, the UNDP secretariat would request a legal interpretation of that country's eligibility from the United Nations Office of Legal Affairs and inform the Board accordingly; (c) the remaining balance of the bonus amounts (column 5 of the annex to decision 95/26) released up to the end of

the fifth programming cycle would be used to finance programming activities of that cycle although those activities might not be implemented until a later date; and (d) recipients of the independence bonus listed in the annex to decision 95/26 might utilize the amounts indicated in column 3 for programme planning purposes.

26. The representative of Armenia thanked the members and observers of the Executive Board for their support in the matter, initially raised by his delegation at the annual session 1995. He emphasized that the Administrator should ensure the availability of the remaining bonus amounts referred to in paragraph 5 of decision 95/26.

27. The Executive Board adopted the following decision:

95/26. Matters relating to the fifth programming cycle: calculation of independence bonus

The Executive Board

1. Takes note of the report of the Administrator on eligibility for an independence bonus (DP/1995/46), including, inter alia, the interoffice memorandum of the United Nations Office of Legal Affairs;

2. Takes account that independence has been achieved by the following countries during the fifth programming cycle: Armenia, Azerbaijan, Bosnia and Herzegovina, Croatia, Eritrea a/, Georgia, Kazakstan, Kyrgyzstan, Palau, Republic of Moldova, Slovenia, Tajikistan, The former Yugoslav Republic of Macedonia, Turkmenistan, and Uzbekistan;

3. Recalls in this context General Assembly resolution 2688 (XXV), in particular paragraph 16 of the annex thereto; Governing Council decision 76/43, in particular paragraph (b) thereof, in which the Council established the independence bonus; and Governing Council decision 90/34, in which the Council established the framework for the fifth programming cycle;

4. Decides that the countries listed in the annex to the present decision are eligible for an independence bonus; and that such bonus be financed immediately from the resources of the fifth cycle, to the extent of the amounts set out in column (4) of the annex, provided that existing allocations, inter alia, for country and intercountry programmes are fully honoured;

5. Further requests the Administrator to release subsequently the remaining bonus amounts set out in column (5) of the annex to the present decision up to the levels that the balance of programmable resources at the end of the fifth cycle is able to accommodate them;

6. Emphasizes that the resources for this bonus shall be derived from those of the fifth cycle and charged to the reserve for unallocated resources initially established in paragraph 19 of Governing Council decision 90/34; and that the bonus amounts remaining unfunded at the end of the cycle will not be carried forward to the next programming period;

7. Requests the Administrator to report on the implementation of the present decision to the Executive Board at its third regular session 1996.

14 September 1995

a/ Designated least developed country in December 1994.

Annex

Calculation of independence bonus

for countries granted recipient status during the fifth programming cycle

(millions of dollars)

New recipient	Decision	(2) Fifth cycle IPF	(3) Independence bonus a/	(4) Immediately available (paragraph 4 of decision b/)	(5) Remaining balance (3)-(4) (paragraph 5 of decision
Armenia	92/29	0.595	0.589	0.130	0.460
Azerbaijan	92/29	1.448	0.717	0.172	0.545
Kazakstan	92/29	2.608	0.891	0.230	0.661
Kyrgyzstan	92/29	2.752	0.913	0.238	0.675
Republic of Moldova	92/29	1.045	0.657	0.152	0.505
Turkmenistan	92/29	1.866	0.780	0.193	0.587
Uzbekistan	92/29	6.283	1.442	0.414	1.028
Bosnia and Herzegovina	93/3	0.600	0.590	0.130	0.460
Croatia	93/3	0.615	0.592	0.131	0.462
Georgia	93/3	0.525	0.579	0.126	0.453
Slovenia	93/3	0.444	0.567	0.122	0.444
Tajikistan	93/3	3.434	1.015	0.272	0.743
Eritrea	93/22	19.87	3.482	1.49	1.988
The former Yugoslav Republic of Macedonia	93/22	1.456	0.568	0.123	0.446
Palau	c/	0.229	0.534	0.111	0.423
TOTAL			13.917	4.039	9.878

a/ Represents $500,000 plus 15 per cent of the fifth cycle IPF.

b/ Represents $100,000 plus 5 per cent of the fifth cycle IPF (column 2); for Eritrea, $500,000 plus 5 per cent of the fifth cycle IPF.

c/ Granted recipient status prior to the fifth cycle; independence achieved October 1994.

III. UNDP: COUNTRY PROGRAMMES AND RELATED MATTERS

A. UNDP country programmes

Fifth country programme for Rwanda: Note by the Administrator (DP/1995/57)

28. The Assistant Administrator and Director of the Regional Bureau for Africa (RBA) introduced the adjusted fifth country programme for Rwanda and highlighted progress made in the three main areas of concentration. On the restoration of the administrative capacity of the State, the Director underlined the close collaboration with the Bretton Woods Institutions and the African Development Bank. The rehabilitation of the judicial system was proceeding, with the arrival in the country of 50 expatriate judicial personnel in September 1995. Finally, support to the resettlement of refugees was a critical element.

29. Through the round-table process organized by UNDP, the Government's programme for reconstruction and rehabilitation had received pledges of assistance for over $1 billion from bilateral and multilateral donors. The latest figures indicated that commitments, as reflected in signed agreements for projects, had reached $523 million while disbursements amounted to $244 million. Out of those funds, the amount of $183 million had been received by the country itself in goods and services.

30. UNDP was working closely with the Special Envoy of the Secretary-General in the Great Lakes region on the organization of a regional conference on peace, security and development.

31. The representative of Rwanda thanked UNDP for its support and underlined the need to accelerate the disbursement of resources to the country. Other delegations joined in expressing their support for the adjusted country programme and stressed the need to strengthen even more coordination mechanisms in the country. One speaker asked for further details on the work of the judicial experts and on the status of aid coordination in Rwanda with bilateral donors. Another representative asked about cooperation with non-governmental organizations. One speaker supported greater efforts in national capacity-building. The delegation of the Netherlands indicated that the figure in paragraph 20 of document DP/1995/57 should be updated as the total amount of Dutch bilateral assistance to Rwanda channelled through UNDP had now reached $16 million.

32. The Executive Board approved the re-orientation of the fifth country programme for Rwanda as described in the note by the Administrator (DP/1995/57).

Fifth country programme for Burundi: Note by the Administrator (DP/1995/58)

33. The Assistant Administrator and Director, RBA, introduced the adjusted fifth country programme for Burundi, which now concentrated on the transition from emergency to rehabilitation and development. The protracted instability in the country had necessitated an extension of that approach until the end of the current programming cycle.

34. UNDP was also assisting the Government in the preparation of a Friends of Burundi Conference, which would be followed by a round-table conference in Geneva in December 1995. The Friends of Burundi Conference, scheduled for October 1995, would concentrate on six key issues: security, justice, reintegration of refugees and displaced persons, youth, community development, and economic recovery.

35. Delegations expressed their support for the overall thrust of the adjusted programme, in particular the concentration on preventive development. In response to questions raised, the Executive Board was informed that the 16 provincial peace committees mentioned in document DP/1995/58 had not yet been established but that the national volunteer scheme was fully operational. Prevention and control of HIV/AIDS continued to be a key area addressed by the adjusted country programme. UNDP noted the Board's call for enhanced coordination in the country.

36. The representative of Burundi stated that improvements in the situation in his country had been noted. He encouraged the emphasis on development assistance to his country and expressed support for the adjusted country programme.

37. The Executive Board approved the adjustments to the fifth country programme for Burundi as contained in the note by the Administrator (DP/1995/58).

Haiti's development needs and activities: Note by the Administrator (DP/1995/48); Fifth country programme for Haiti (DP/CP/HAI/5)

38. The Deputy Director of the Regional Bureau for Latin America and the Caribbean introduced the note of the Administrator on Haiti's development needs and activities (DP/1995/48), which was submitted in response to Executive Board decision 95/4, and the fifth country programme for Haiti (DP/CP/HAI/5). The challenge in Haiti was enormous, as it was the poorest country in the Western hemisphere. The country had a newly restored democracy and enjoyed the strong support of the international community. Humanitarian aid was thus being phased out and reconstruction had begun. UNDP had been present in Haiti during and after the crisis, proving itself to be a trustworthy partner with a special role in support of encouraging a national consensus and reforms. Resource mobilization was a key component. UNDP worked with various actors on sustainable human development projects at the local level. UNDP had three areas of concentration: strengthening public sector management; economic growth and poverty alleviation; and protection and management of the environment. The Deputy Director underlined the need for additional resources to enable long-term development and sustainable development in Haiti and requested that the Executive Board authorize the Administrator to release the remaining 50 per cent of the restored IPF for programming.

39. The Prime Minister of Haiti, His Excellency Mr. Smarck Michel, addressed the Executive Board. He expressed his gratitude for the comprehensive report and underlined the importance of the UNDP programme in Haiti. In the prior 12 months, there had been intense collaboration between UNDP and the Government of Haiti. He wished to thank all partners in the United Nations system who had supported the Haitian people in overcoming the crisis in their

country. Haiti still needed the support of the international community through the forum of the United Nations as no other forum could help to rebuild the Haitian State. The role of decentralization in government was very important. Economic growth could only occur when democratic institutions were in place and where human rights and law were respected. Additional resources would help Haiti to coordinate international and national action on issues of urgency, an area in which UNDP played a critical role in helping Haiti's seven million people.

40. Delegations expressed their support for the release of the remaining 50 per cent of the restored IPF for programming to Haiti. Approval of the first tranche had been timely and useful. The role of UNDP in Haiti was important in mobilizing resources and in identifying the country's essential needs. Focus on the three core areas was supported, with one delegation commenting that a more structured approach in the area of public management capacity-building and a more in-depth approach in the area of the environment would be useful. Another delegation commented that more funding could be allocated to the project to rehabilitate prisons. One representative requested updated information on contributions to the Emergency Economic Recovery Programme.

41. The Resident Coordinator and Resident Representative in Haiti informed the Executive Board that only $400 million of the $1.2 billion pledged to Haiti by bilateral and multilateral institutions would be available in 1995, with only $200 million of that amount available for use in development programmes. As Haiti currently had a low absorptive capacity, a primary task of UNDP was to create a consolidated governance programme. It was hoped that further progress in that area would be achieved at the Consultative Group meeting to be held on 26 and 27 October 1995. He noted the increase of interventions in Haiti by multilateral aid partners, such as the World Bank, the International Monetary Fund and the Inter-American Development Bank, which had established or re-established offices in the country. The European Commission was playing a major role in agricultural development. New bilateral donors were also emerging.

42. It was noted by the Vice President, who was chairing the meeting, that the discussion of the role of UNDP in Haiti demonstrated the Organization's comparative advantage in coordination, which reaffirmed Executive Board decision 95/23, in which the Board had included an increased level of funding for that purpose.

43. The Executive Board approved the fifth country programme for Haiti (DP/CP/HAI/5), took note of the note by the Administrator on Haiti's development needs and activities (DP/1995/48) and authorized the Administrator to release the remaining 50 per cent of the restored IPF for programming.

Regional Directorate for Europe and the Commonwealth of Independent States

44. The Regional Director for Europe and the Commonwealth of Independent States informed the Executive Board that a major initiative of the Regional Directorate, the Beijing Express, had brought 270 participants from 30 countries in the region to the Fourth World Conference on Women in Beijing. The "Beijing Express Declaration" was an important input to the NGO Forum declaration to the Conference.

First country programme for Azerbaijan (DP/CP/AZE/1)

45. The Regional Director noted that Azerbaijan was one of the countries in transition to a market economy. Even though there were several common aspects related to transition, Azerbaijan had its specific needs, which were reflected in the following areas of concentration in the first country programme: (a) management of the environment and natural resources, with particular emphasis on national capacity-building; (b) rationalization of the productive sectors through improved management in the public and private sectors; and (c) assistance to rehabilitation and reconstruction management, including disaster management. Azerbaijan had been one of the 20 countries in the region to prepare a national human development report.

46. The representative of Azerbaijan commended UNDP in general and the Regional Director in particular for having implemented a wide range of activities in spite of having very limited financial resources. He commented that the amounts of financing for environmental programmes and for alleviating the social impact of refugees were insufficient in light of the needs of the country. A good example of a UNDP programme initiative was that taken to develop a free economic zone in the Sumgait area, which was considered by the President of Azerbaijan to be one of the country's most important economic initiatives.

47. One delegation, supported by another, pointed out that UNDP activities in Azerbaijan were spread too thinly over several priority areas. A more focused approach would be appropriate given the limited financial resources available for the country programme. Donor coordination could be improved at the country level and UNDP could be more aggressive in that respect. Another delegation requested further information on the UNDP/World Bank/International Monetary Fund cooperation referred to in paragraph 17 of the document.

48. The Regional Director indicated that IPF resources should be considered as seed money to attract additional resources under cost-sharing arrangements, as was the case in Latin America. An appropriate assessment of the country programme would be made once it had been implemented.

49. The Executive Board approved the first country programme for Azerbaijan (DP/CP/AZE/1).

First country programme for the Russian Federation (DP/CP/RUS/1)

50. The Regional Director for Europe and the Commonwealth of Independent States presented the first country programme for the Russian Federation (DP/CP/RUS/1), emphasizing that the programme was based on optimizing United Nations Development Programme assistance by introducing, as systematically as possible, the use of cost-sharing in programming, which was to a large extent generated in-country. He described the major areas of concentration of the programme: building institutional and management capacities at central and regional levels, sustainable human development, and support for democratic institutions and citizen participation. He also informed the Executive Board that the first national human development report for the Russian Federation, which focused on the employment situation, especially with regard to women, was being formulated and would be available before the end of 1995.

51. The representative of the Russian Federation expressed the gratitude of his delegation for the valuable assistance of UNDP in developing the first country programme for the Russian Federation. He called for an expansion of the UNDP presence in the Russian Federation, including the establishment of a UNDP office in Moscow, which could contribute to the successful implementation of the country programme. The representative emphasized that the value of the country programme was in its direct linkage with the strategic goals of social and economic transformation under way in the Russian Federation. Resources allocated to the country would be concentrated on the enhancement of management efficiency and the strengthening of national capacities for the development of market economy mechanisms and on the development of human resources, strengthening of democratic institutions and promotion of participation in the process of democratic reform.

52. Several delegations expressed their support for the country programme. Clarification was sought on the statistical data contained in paragraphs 3 and 4 of the document regarding the rate of population growth and the poverty line indicator. Two delegations stressed the importance of strengthening sectoral donor coordination in the Russian Federation and in increasing the efficiency of development cooperation.

53. In response, the Regional Director underscored the importance of sectoral donor coordination in strengthening the effectiveness of projects in the Russian Federation. He also clarified that the figure for population growth in the Russian Federation as contained in paragraph 4 of document DP/CP/RUS/1 should read -0.72 per cent instead of -7.2 per cent.

54. The Executive Board approved the first country programme for the Russian Federation (DP/CP/RUS/1).

B UNDP mid-term reviews

Report on mid-term reviews: an overview (DP/1995/47)

55. In his opening remarks, the Assistant Administrator and Director, Bureau for Policy and Programme Support (BPPS) noted the importance attached to the mid-term review process by both UNDP and the programme countries. It was seen as an opportunity to assess the continued relevance of UNDP-supported programmes and the likelihood of achieving desired results. He highlighted the following observations of the review: (a) the interregional and regional programmes had largely conformed to the areas of focus identified in decisions 90/34 and 94/14; (b) the programmes had been quite responsive to the changing needs of the various regions; (c) while interregional and regional programmes remained the most viable mechanism through which UNDP could effectively address development challenges that transcended national boundaries, they required relatively long-term commitment from UNDP and the collaboration of other technical and financial partners; (d) progress had been noted in a number of areas, for example through the Consultative Group on International Agricultural Research, the United Nations Joint and Co-Sponsored Programme on AIDS and the eradication of river blindness in West Africa; (e) UNDP had supported the establishment of the International Vaccine Institute in the Republic of Korea, which would work towards the development and use of new and accessible vaccines for the major infectious diseases affecting children in

developing countries; (f) while fifth cycle interregional and regional programmes faced considerable resource constraints, the situation was partially compensated for by intensive resource mobilization efforts.

56. In conclusion, the Assistant Administrator outlined a number of lessons for the development and management of UNDP interregional and regional programmes. They included: greater focus on fewer and larger interventions based on Executive Board decision 94/14; better linkages between national IPF programmes and relevant interregional and regional programmes; localizing ownership of the activities of interregional and regional programmes through the decentralized management of project activities and increased use of regional and national institutions during the formulation and implementation of programmes; and greater attention to the management of resources to avoid the general overprogramming observed in the fifth cycle.

57. Several delegations expressed their satisfaction with the report. They appreciated its frankness and urged UNDP to take necessary steps to address its recommendations pertaining to better management of resources to avoid overprogramming, linkages between UNDP supported regional national activities and increased localization of activities. In addition, UNDP was also urged to adopt a results-oriented approach in its programming. One delegation supported the work of UNDP in global research in health and in agriculture as contributions to poverty elimination. Another perceived a regional imbalance, stating that the importance of Africa and the least developed countries (LDCs) should be stressed. In addition, owing to the differences among the regional programmes, particularly with regard to the availability of resources, it was difficult to obtain a cohesive overview of the regional programme concept.

58. One delegation introduced a draft decision on intercountry programmes. The purpose of the decision was to focus the work of UNDP in intercountry and global programmes on priority areas, using Executive Board decision 94/14 as the basis for regional, global and interregional programmes. Moreover, fewer and larger programmes should be emphasized, and a greater move to the programme approach incorporated. Dialogue at the national level should be supported. It was hoped that improved linkages would be made between the country and regional levels, with greater attention to results.

59. The Executive Board adopted the following decision:

95/25 Intercountry programmes

The Executive Board

1. Takes note of the report (DP/1995/47 and Add.1-6);

2. Confirms that Executive Board decision 94/14 should provide the basis of the focus and coherence for all future United Nations Development Programme-supported global, interregional and regional programmes;

3. Encourages the Administrator to continue the trend towards the programme approach by promoting fewer and larger interventions in support of clearly defined regional, interregional and global objectives;

4. Stresses the need to enhance the capability of the United Nations Development Programme to ensure improved design and implementation of

intercountry programmes and strengthen linkages between national programmes and relevant global, interregional and regional programmes in order to improve the impact of all these programmes;

5. Encourages the Administrator to identify and enhance the subregional, regional and national ownership of the elements of regional programmes in a more systematic manner through the decentralized management of activities and increased use of regional and national entities in the implementation and establishment of the linkages referred to above;

6. Requests the Administrator to ensure that the formulation of future United Nations Development Programme-supported regional, interregional and global programmes are based on a results-oriented approach in order to improve the impact of these programmes and incorporate clear performance criteria to enable their effectiveness to be evaluated;

7. Further requests the Administrator to enhance resource mobilization efforts in all areas, including intercountry programmes.

13 September 1995

Mid-term review of the fifth cycle programme for global and interregional programmes (DP/1995/47/Add.1 and Corr.1)

60. Several delegations expressed support for the mid-term review of global and interregional programmes. Some speakers emphasized the need for the programme to be enhanced by increased concentration on UNDP focus areas to highlight the Organization's comparative advantage. Delegations expressed support for particular programmes, including the UNDP/United Nations Population Fund/United Nations Children's Fund/World Bank/World Health Organization Programme for the Control of Diarrhoeal and Acute Respiratory Diseases, the International Vaccine Institute, and for the Energy Sector Management Assistance Programme, co-sponsored by UNDP and the World Bank. Information on the total cost of projects was requested.

61. One delegation asked that the reasons for the problem, addressed in paragraphs 28 and 29 of document DP/1995/47/Add.1, which stated that country offices had limited knowledge of global and interregional activities, be explained and that the situation be reviewed further. The programme must be relevant at the country level and the nature and impact of the contribution of UNDP must be shown. Larger programmes should be described in greater detail. Another delegation asked for more information on the criteria for UNDP funding of global and interregional programmes.

62. The Assistant Administrator and Director, BPPS, explained that UNDP often felt too little ownership of global and interregional programmes. Moreover, structural changes in UNDP had also affected the programme. The need to ensure better dissemination of information on the programme, as well as to set criteria for the next programme was being addressed. He stressed the importance of the global and interregional programme, noting that some projects had been funded for many years. Greater focus would be a priority in the future. He stated that it would be difficult for UNDP to move out of a specific sector entirely, giving the example of co-sponsored health and

agricultural research, but activities within a sector could be limited. With regard to research projects, there was a wide gap between the actual research and the efforts to utilize the results.

63. The Executive Board took note of the mid-term review of the fifth cycle programme for global and interregional programmes (DP/1995/47/Add.1).

Mid-term review of the fourth regional programme for Africa (DP/1995/47/Add.2)

64. Several delegations praised the quality of the report, in particular for its elaboration of the difficulties faced in implementing the programme.

65. One delegation expressed its concern at the relative decline in the funding for the regional programme for Africa and stated that although the devaluation of the CFA franc had been put in a negative light, it should be noted that the event had led to some positive outcomes. The elimination of 70 out of 100 projects called into question the initial justification for those projects. UNDP activities such as the National Long-Term Perspective Study programme and HIV/AIDS were seen positively. There should be enhanced coordination in the private sector. One delegation, supported by others, underlined that the vacant posts at headquarters should be filled with high calibre professionals.

66. Two delegations expressed concern about the problems noted in the report in financing the United Nations New Agenda for the Development of Africa in the 1990s (UN-NADAF) and called on UNDP to be a catalyst for funding UN-NADAF. There was a need for further linkages between UNDP and regional organizations in the design and implementation of projects.

67. The Assistant Administrator and Director of the Regional Bureau for Africa explained that the regional programme had been reoriented and given stricter criteria in order to achieve the results desired. A rephasing of the fourth cycle had taken away fourth cycle borrowing and approvals against the fifth cycle had reduced programmable resources considerably.

68. In addition, there had been a 30 per cent reduction in national IPFs. She agreed that the CFA devaluation had indeed achieved some positive economic effects. With regard to vacancies at headquarters in the Regional Bureau for Africa, the situation would be examined following completion of the budget exercise. Elements of UN-NADAF were being taken up under the Secretary-General's Special Initiative on Africa, as discussed at the substantive session of the Economic and Social Council in July 1995. It was hoped that the Initiative would help to attract financing for UN-NADAF.

69. The Executive Board took note of the mid-term review of the fourth regional programme for Africa (DP/1995/47/Add.2).

Mid-term review of the fifth regional programme for Asia and the Pacific (DP/1995/47/Add.3)

70. One delegation emphasized the importance of the role of regional representatives in implementing regional programmes in countries without UNDP offices, specifically in small island developing countries.

71. Several speakers expressed appreciation for UNDP assistance to the countries of the Mekong basin in concluding an agreement for the creation of the Mekong Commission and in developing a joint regional development strategy for the area around the Tumen River basin, which had led to an agreement for further cooperation. One delegation emphasized that, while participation as an observer to the Programme Management Committee of the Tumen River project did not imply future commitments of the Government, it did not exclude a country's private sector from participating. An appropriate amendment to the document was requested.

72. One delegation appreciated the reduction in the number of projects referred to in paragraph 2 of document DP/1995/47/Add.3. In future, it would be useful to receive a listing of active projects. The frankness with regard to shortcomings in evaluation and monitoring was appreciated.

73. The Deputy Director of the Regional Bureau for Asia and the Pacific thanked the delegations for their comments. The Bureau shared the recognition of the important role of regional representatives in ensuring the access of small island countries to the United Nations system. He also thanked Governments who had provided support to the Mekong Commission and to the Tumen River project. He confirmed the understanding of the implications of observer status in the Programme Management Committee of the Tumen River Project. With regard to the reduced number of projects, he explained that numbers would decrease further. For future inter-country programming, all components would need to be justified in light of the new areas of UNDP focus. Corrective action was being taken with regard to deficiencies in monitoring and evaluation.

74. The Executive Board took note of the mid-term review of the fifth regional programme for Asia and the Pacific (DP/1995/47/Add.3).

Third regional programme for the Arab States: Note by the Administrator (DP/1995/47/Add.4)

75. The Executive Board took note of the report (DP/1995/47/Add.4).

Mid-term review of the fourth regional programme for Latin America and the Caribbean (DP/1995/47/Add.5)

76. One delegation expressed sympathy to the people of Antigua and Barbuda and other countries affected by Hurricane Luis and encouraged international support for the relief effort.

77. Several delegations commended the achievements described in the document on the regional programme. There was broad support for a process of consultation by UNDP with Governments in preparing for the fifth regional programme.

78. Many delegations commented on the fragmentation of the regional programme and observed that the thematic areas of concentration were quite broad. Delegations called for greater focus in the programme. They also urged that country programmes be linked more strongly to the regional programme. Some delegations underscored the importance of

improving the dissemination of information on the regional programme at the country level.

79. One delegation drew attention to paragraph 75 (i) of document DP/1995/47/Add.5, which recognized the particular vulnerabilities and characteristics of Caribbean countries. In that connection, the delegation viewed the fifth sentence of paragraph 24 of the document as inconsistent, and stated that they would have asked for its deletion. It was also noted that the Caribbean Community (CARICOM) played an active role in the execution of the Caribbean component of the programme.

80. Another delegation enquired as to the relevance of the participation in project RLA/90/008 relating to support for project development services for private enterprises and queried its link with poverty alleviation.

81. The Deputy Director of the Regional Bureau for Latin America and the Caribbean reiterated the Bureau's commitment to hold consultations with Governments in preparation for the fifth regional programme. He noted the need for greater focus as suggested and supported the call for closer linkage between the regional programme and country programmes. Moreover, he suggested that the regional programme focus more on initiatives in support of policy development. With regard to project RLA/90/008, he explained that it supported the preparation of feasibility studies in order to identify ventures that were economically viable and which in turn led to job creation.

82. The Vice President of the Executive Board stated that it was his expectation that in the future the role of civil society in the development process would be enhanced, in view of the new orientation of UNDP towards people-centred development.

83. The Executive Board took note of the mid-term review of the fourth regional programme for Latin America and the Caribbean (DP/1995/47/Add.5).

Third regional programme for Europe and the Commonwealth of Independent States: Note by the Administrator (DP/1995/47/Add.6)

84. One delegation, stating that the note gave a positive assessment of the third regional programme, expressed support for what had already been done. It was necessary to give attention to problems in countries where an urgent need existed. The need to mobilize additional non-core funding was emphasized. Support was expressed for the activities of the new regional programme as described in the document. The delegation drew attention to paragraph 11 of document DP/1995/47/Add.6, which stated that further development of the work of the Regional Directorate for Europe and the Commonwealth of Independent States on the regional programme was hampered by its low level of human resources.

85. The Executive Board took note of the report on the third regional programme for Europe and the Commonwealth of Independent States (DP/1995/47/Add.6).

IV. UNDP: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

A. Annual review of the financial situation, 1994

86. The Assistant Administrator and Director, Bureau for Finance and Administration introduced the item. He reported that overall income for 1994 had increased by 21 per cent from 1993 while overall expenditure had remained roughly at the same level. He emphasized that the improved financial situation of UNDP in 1994 resulted mainly from (a) the continued steady growth in cost-sharing and non-core resources; (b) the relative weakness of the United States dollar in 1994; and (c) lower IPF and SPR expenditures, reflecting the reduction to 70 per cent in IPF targets used for resource planning purposes.

87. The Assistant Administrator indicated that, as income had exceeded expenditures, a significant amount had been added to the balances of general resources and cost-sharing. He pointed out that the balance of general resources did not represent additional resources for programming purposes, as there were commitments in the form of approved project budgets and administrative requirements for future years against such funds.

88. Some delegations expressed the view that the level of the balance of general resources in 1994 was too high. The Assistant Administrator responded that in light of the volatility associated with factors affecting the balance of resources, such as variations in pledged contributions and exchange rate movements, and the significant programme commitments and administrative requirements of UNPD for future years, the Administrator believed that the level of the balance of resources at the end of 1994 was appropriate. An informal paper was distributed to the Executive Board members providing additional information on the balance of resources and the relationship to programmable resources and operational reserve.

89. One delegation was of the opinion that a conservative approach to the determination of an appropriate balance of resources was prudent, but that the Board of Auditors' comments on the aspect would be welcomed.

90. With regard to the estimates for 1995 and 1996, the Assistant Administrator indicated that a further improvement in financial position of UNDP was expected for 1995. He indicated, however, that a drop in voluntary contributions in 1996 was anticipated, resulting in a forecasted reduction in the balance of general resources for 1996. Noting that UNDP had forecasted a reduction in voluntary contributions, one delegation indicated that future contributions from its Government to UNDP were indeed likely to be reduced.

91. One delegation expressed concern regarding the continued overexpenditure above the authorized level in the Reserve for Field Accommodation. The Assistant Administrator indicated that, as had been reported earlier, this overexpenditure had occurred mainly as a result of the expansion in the activities of the Reserve, in particular with regard to United Nations system common premises. He recalled that the Administrator had submitted to the Executive Board in 1995 a three-year plan for the utilization of the Reserve, which envisaged that the level of the Reserve would be reduced mainly through the disposal of assets, the reimbursement from agencies, and rental income. He also indicated that UNDP had continued a dialogue with the Board of

Auditors on the progress made in the implementation of the plan. In that connection, he reported on several management actions taken, including a valuation exercise; an in-depth review by an external accounting firm of the accounts and the accounting mechanisms of the Reserve; the disposal of assets in certain duty stations; tighter control of rental income and maintenance expenditure; and the strengthening of the Housing and Common Premises Unit. He also indicated the intention of UNDP to improve the presentation in the UNDP financial statements of the fixed assets and accounts receivable financed under the Reserve in order to reflect more accurately the nature of the activities of the Reserve.

92. The Assistant Administrator proposed that the routine reporting of observations by external auditors and audited accounts of executing agencies on UNDP funds be discontinued. He proposed to report only on significant observations as part of the annual review of the financial situation.

93. The Assistant Administrator also introduced the proposed changes to the UNDP Financial Regulations and Rules. A number of delegations supported the proposed revisions, indicating that they represented a positive step towards the further utilization of national capacity in UNDP programmes and projects.

94. The Executive Board adopted the following decision:

95/29. UNDP: Annual review of the financial situation, 1994

The Executive Board

1. Takes note of the report of the Administrator (DP/1995/50 and Add.1-3);

2. Notes with concern the projected decline in the balance of United Nations Development Programme general resources in 1996 and again calls upon Governments to increase their voluntary contributions to the Programme on a predictable, continuous and assured basis;

3. Notes with appreciation the continued growth of national execution in the delivery of the programme;

4. Notes with concern the continued overcommitment and overexpenditure in the Reserve for Field Accommodation and requests that an update on the progress of the three-year plan on the utilization of the Reserve, as contained in document DP/1995/10/Add.1, be presented to the Executive Board at its third regular session 1996, and requests the Board of Auditors to keep this matter under close scrutiny;

5. Requests the United Nations Development Programme to keep under constant review its balance of general resources to avoid any excessive balance at the expense of a higher programme implementation rate;

6. Requests the Administrator to submit to the Board at its third regular session 1996 an up-to-date analysis of the risk situation of the operational reserve;

7. Approves the changes to the Financial Regulations proposed by the Administrator;

8. Takes note of the summary of significant observations of the external auditors of the executing agencies on their 1993 accounts relating to expenditures funded by the United Nations Development Programme, as well as the audit accounts and audit reports of the executing agencies as at 31 December 1993 relating to funds allocated to them by the Programme as contained in documents DP/1995/53 and Add.1;

9. Decides that in the future only significant observations of the external auditors of executing agencies on expenditures funded by the United Nations Development Programme should be included as part of the annual review of the financial situation and should be submitted to the Executive Board at its third regular session or earlier, if such observations warrant it.

15 September 1995

95. The representative of Germany noted that approval of decision 95/29 by his Government was subject to approval from the Federal Auditor of Germany.

B. Revised budget estimates for 1994-1995 and budget estimates for 1996-1997

96. For its consideration of this item, the Board had before it the following documents:

(a) Revised budget estimates for the 1994-1995 biennium and budget estimates for the 1996-1997 biennium (DP/1995/51) and the supplementary tables to document DP/1995/51 contained in a conference room paper;

(b) Report of the Advisory Committee on Administrative and Budgetary Questions (DP/1995/52);

(c) Report of the Administrator on post reclassification (DP/1995/51/Add.1)

(d) Background and description of the presentation (conference room paper); the comments and clarifications of UNDP on the ACABQ observations (conference room paper); and background and further clarification of the proposals for separations and transitional measures (conference room paper);

97. The Administrator introduced the item by stressing the increasing core resource constraints under which UNDP was operating. As a voluntary funded organization, UNDP was well aware that it had to operate in the most cost-effective manner possible and therefore continued to ensure that budgets were carefully conceived and managed. In that connection UNDP had been responsive in ensuring that maximum resources were reserved for programme purposes, as currently demonstrated by the third consecutive strategy to reduce the administrative budget. By the end of 1997 those strategies have reduced administrative costs by $106 million since 1992 and the total number of core posts by more than 600. Headquarters posts would have been reduced by 31 per cent and Professional posts in country offices by 4 per cent. The budget proposals put forward were to be seen in the context of the basic mission and goals of UNDP, which had been reshaped by Executive Board decisions 94/14 and 95/23, which had created a new and revolutionary resource framework to enable effective implementation of the new UNDP mandate. It was against that

background that the Administrator summarized as follows the important elements in the budget proposals.

Revised estimates for 1994-1995

98. The final revised estimates amounted to $435.3 million (net) for UNDP core activities, including support to the operational activities of the United Nations, and reflected a net decrease of $1.4 million. No volume adjustments were introduced with regard to the core budget. The final estimates were $14.0 million or three per cent less than the original 1994-1995 estimates approved by the Governing Council in 1993, and which had already incorporated a reduction of $42.0 million. The Administrator proposed that the budget estimates for the Commonwealth of Independent States region be an integral part of the overall budget estimates, which would be consistent with the presentation of budget estimates for regions in general and country offices in particular. In that connection, while the total expenditures of the country offices in the region was not expected to exceed the original estimates, support was requested for covering a potential shortfall in the financing from non-core resources, from within overall budget resources.

99. The revised estimates for UNDP programme support and development activities (PSDA) included a volume increase of $0.2 million relating to the application of the staffing formula for the United Nations Volunteers (UNV). As recommended by the Advisory Committee on Administrative and Budgetary Questions (ACABQ), the Administrator was certainly willing to review the staffing formula. With respect to the Funds, the revised estimates incorporated a number of proposals resulting in volume reductions. For the United Nations Capital Development Fund (UNCDF), the proposed reductions were a direct result of detailed review and restructuring. In the case of the United Nations Development Fund for Women (UNIFEM), the proposed reductions were in line with the recent decision of the Executive Board following its review of the financial and administrative situation of the Fund.

Budget estimates for 1996-1997

100. With regard to the 1996-1997 estimates, the Administrator stressed the following important principles and considerations underlying the budget strategy that flowed from the three priority objectives of UNDP:

(a) The operationalization of sustainable human development (SHD) in the four focus areas of the Programme, especially poverty elimination;

(b) Strengthening the role, relations and services of UNDP within the United Nations system chiefly through the resident coordinator function;

(c) Continuing to develop adequate substantive capacity in the areas of priority concern, without duplicating capacities elsewhere in order to have sufficient knowledge to ensure the effectiveness of UNDP, who were the strong partners, and what were solid initiatives;

101. To those ends UNDP was:

(a) Maintaining, as a country-based organization, the country office network to the fullest extent possible while providing for flexibility in the structure of all offices, supported through clustering and networking;

(b) Maximizing resources by placing capacities and functions in the optimum location, in particular through decentralization and out-sourcing;

(c) Maximizing returns from good management of communications and information, which are essential for the efficient and effective functioning of the country office network and enhanced accountability;

(d) Maximizing staff resources through good and professional human resource management;

(e) Ensuring the accountability for all funds and programmes entrusted to the Administrator.

102. Bearing in mind those important principles and considerations underlying the budget strategy, the Administrator proposed a net volume reduction in the UNDP core budget of $53.3 million, comprised of $52.0 million in volume reductions and $1.3 million in increased government local office contributions.

103. The net effect of the proposed reductions was a net 1996-1997 core budget that was $2.8 million below the latest proposed revision of the 1994-1995 budget and $16.8 million below the original 1994-1995 budget. The proposals would result in the net elimination of 344 posts.

104. While stating that it was not always possible to work out proposals to the final details before the submission of documentation, the Administrator requested flexibility in the allocation of 5 posts out of the 725 International Professional posts in UNDP. He believed that it was reasonable and necessary for any organization undergoing change to have some flexibility to redeploy resources in response to new requirements and emerging opportunities.

105. With respect to the PSDA budget, the Administrator stated that his proposals in that area were achieved through offsetting increases in some subcomponents by decreases in others. No reductions were being proposed for programme development activities, as the Administrator stated that the existing capacity, which was already small, played an essential role in being able to provide meaningful support to the focus of the programme.

106. In covering the proposals for the Office of United Nations System Support and Services (OUNS), the Administrator noted the comments of ACABQ and stated that OUNS had been established as a result of the need to rationalize, integrate and serve as the focal point for a number of functions in support of the United Nations resident coordinators, who were under the authority of the Administrator. In that connection, the following points were highlighted on OUNS and the resident coordinator function:

(a) In addition to their regular functions, act as head of the disaster management teams and, in most instances as humanitarian coordinator resident coordinators were also called on to perform the duties of the designated official for security matters, assist the Administrator in the integrated follow up to United Nations global conferences and in other assignments from the Secretary-General, and managed new resources that were available to support the resident coordinator functions as decided in the new programming arrangements;

(b) The Administrator had become the focal point of receiving and processing the annual report on the resident coordinator system. OUNS played an integral role in the analysis and dissemination of the information derived from those reports;

(c) OUNS was instrumental in communicating with resident coordinators to inform them of major developments arising from the work of the United Nations system;

(d) OUNS supported the Administrator in his responsibilities for the process of appointing resident coordinators, which had been transferred to him by the Secretary-General;

(e) UNDP had a major commitment to the management, staffing, backstopping, training and supporting of the resident coordinator system and as such, required centralized management, essential for its success. The leadership for such management fell under OUNS;

(f) OUNS supported the Administrator in his closely related role of assisting the Secretary-General in ensuring policy coherence and enhancing coordination within the United Nations system;

(g) While the financing of OUNS from UNDP resources was the subject of the ongoing debate in the General Assembly on the financing of the United Nations operational activities for development, the Administrator stated that he continued to believe that his current proposal was modest and justified.

107. Regarding the Inter-Agency Procurement Services Office (IAPSO), the Administrator stated that the proposed reductions and upgrading of posts, which had been formally classified, had been based on a prioritization of IAPSO activities and the size and nature of its extrabudgetary activities.

108. With regard to the United Nations Volunteers Fund (UNV) the proposed reductions were based on the results of an ongoing effort by UNV to rationalize and streamline functions, in addition to the savings that were expected to be derived as a direct result of the move to Bonn.

109. The proposals relating to the Funds arose from the initiatives already taken in 1994-1995.

110. With respect to separations and transitional measures, the Administrator referred to the conference paper, which provided a more comprehensive review in the form of comments and additional clarification, following the specific comments made by ACABQ on the subject. In that connection, the Administrator noted the following:

(a) In undergoing a third consecutive downsizing, it was essential that UNDP be given the opportunity to manage change and the transition process in an orderly fashion;

(b) The ability for UNDP to achieve reductions through normal attrition, recruitment freeze and early retirement was now more limited, following the downsizing in the previous two biennial budgets. In addition, UNDP needed continually to adjust staff profiles, considering its new

mandate. It was against this background that the amount of $14 million was being requested;

(c) In addition, $8.4 million was being requested from 1994-1995 savings, for providing flexibility in the timing of staff changes, providing professional assistance and counselling to staff on matters of career transition associated with the downsizing, and for the acceleration of the development of the information systems;

(d) The nature of the above proposals were not different from those approved in the context of the 1994-1995 biennium and therefore were being requested for in the same manner.

Summary of discussions in the Board

111. Most delegations welcomed and expressed appreciation for the Administrator's comprehensive statement on the budget proposals. It had provided good clarification and additional information on a number of issues. Some delegations welcomed the great deal of consistency between the proposals for initiatives of change, the successor arrangements and the budget proposals. Many delegations voiced their appreciation and strong support for the thrust of the budget strategy for the 1996-1997 biennium and the resultant substantial volume reductions. Given the fact that the current downsizing would be the third consecutive downsizing, some delegations felt that UNDP was in the forefront within the United Nations system, and should be regarded as an example to be followed by other United Nations agencies, funds and programmes. Some delegations were concerned that the operational capacity of UNDP could be effected by such a third budget reduction strategy. Some delegations also expressed their hope that in recognition of three consecutive budget reductions adopted by UNDP, the voluntary contributions to the organization would now be increased.

112. While most delegations expressed their appreciation for the report of ACABQ, some delegations noted the negative tone of the report and the lack of recognition of the budget reduction strategy adopted by UNDP. Many delegations stressed that important contributions could be gained from functional analysis in the process of rationalization. Many delegations, in expressing their difficulties with the presentation of the budget document, stressed the need to accelerate the work related to the harmonization of budget presentations with the view to achieving common definitions and obtaining a higher degree of financial transparency and comparability, and thereby providing for more user-friendly documents. One delegation noted that achieving absolute transparency would be rather difficult, considering the complexity of UNDP operations. Delegations also saw the need for a consultative process during the preparation of the budget document.

Revised estimates 1994-1995

113. With regard to the revised 1994-1995 estimates, general support was given to the Administrator's proposals. Delegations supported the ACABQ opinion that the time had come for UNDP to review the staffing formula for adding supplementary UNV headquarters staff on the basis of an increase in the number of volunteers in the field. Delegations supported the request to cover a potential shortfall in the financing from non-core resources of the

country offices in the Commonwealth of Independent States from within overall budget resources and henceforth to present the budget estimates for the country offices in the region as an integral part of the overall budget estimates.

Estimates for 1996-1997

114. Many delegations queried the need to have the Office for Development Studies as a separate unit and requested further clarification.

115. On the question of according the Administrator the flexibility of having five posts to be filled at a later date, some delegations requested for specifics before they could make a decision while some delegations felt the request was reasonable.

116. On the proposals for OUNS, most delegations saw the need for the functions in the United Nations system as a whole, but were concerned about duplication of tasks and whether it was appropriate for UNDP to finance those functions through its own voluntary contributions. It was felt that the United Nations system at large, specifically the United Nations, should be sharing the costs. On the other hand, some other delegations felt that the introductory statement of the Administrator had given arguments that were convincing.

117. Most delegations fully supported the Administrator's decision not to undertake any staff reductions in the Division for Audit and Management Review.

118. Many delegations emphasized that UNDP was a country-based organization and welcomed in that regard that a relatively larger share of the reduction had been introduced at headquarters rather than the field. Some delegations were concerned that the Africa region absorbed the largest share of the reductions. One delegation requested additional clarification of the impact of the various budget reduction strategies in the Africa region.

119. Some delegations supported the proposals to strengthen the Regional Directorate for Europe and the Commonwealth of Independent State and the country offices in the Commonwealth of Independent States region, while still expressing some concern on the overall staffing levels in some of the country offices. Delegations supported the opinion of ACABQ that the name of the Regional Directorate for Europe and the Commonwealth of Independent States should be changed to the Regional Bureau for Europe and the Commonwealth of Independent States. The same delegations expressed the need for UNDP to recognize the special needs of the region in carrying out its operations within the region.

120. One delegation saw the budget as the backbone of the next programming period and therefore hoped that the current 1996-1997 budget estimates would eventually reflect adjustments, once the allocation of programme resources at the country level had been approved.

121. One delegation asked why some offices with smaller core programme resources had more staff than some other offices with a higher level of programme resources.

122. Another delegation was concerned whether UNDP, through its current budget strategy not to effect reductions under PSDA, was gradually moving from a catalytical country-oriented organization to a more theoretically oriented organization.

123. Some delegations expressed concern that with the reducing trend in core resources and the increasing growth in non-core resources, UNDP would gradually lose its flexibility in resource allocation to programme countries. In that connection, one delegation felt the need for more budgetary support to strengthen the resource mobilization function.

124. Many delegations appreciated the progress made in the implementation of the regional service centre concept in the Asia and the Pacific region and the Africa region and fully supported the Administrator's proposals in that regard.

125. Some delegations considered that the proposals for the Integrated Programme Management project (IPM) and the Integrated Management Information System project (IMIS) were modest, and urged UNDP to work towards their completion while collaborating with the United Nations Secretariat on IMIS as required.

126. On the revised framework for contributions by Governments towards local office costs, some delegations disagreed with the proposal to revise the waivers on the basis of Executive Board decision 95/23 and to finance the need to provide Professional staff for net contributor countries based on programming levels. Some delegations expressed concern at the shortfall in the receipt of such contributions.

127. One delegation stressed the need for UNDP to ensure sound and good management at all times, especially in such times of radical change. In that regard, the same delegation stressed the importance of good human resource management.

128. Some delegations made specific reference to and indicated their full support for consolidating further the control functions of all project and programme funds into one unit reporting directly to the Director of Finance.

129. On the subject of the separations and transitional measures, delegations supported the need for UNDP to undertake such measures, based on the proposed budget strategy. In that regard, delegations agreed that the costs involved were exceptional and should be treated as such. One delegation requested information on the basis of the calculations of separations. Some delegations were concerned that UNDP might lose talented staff members in implementing the separation measures.

130. Delegations supported the ACABQ opinion to conduct regular reviews of the estimated workload relating to support to the operational activities of the United Nations in order to substantiate the 29 per cent currently estimated to represent such workload.

131. Delegations also supported the ACABQ opinion that a comprehensive review be undertaken of the programme development activities in the field and the development support services in the context of the 1998-1999 budget estimates.

132. One delegation, supported by another, requested that the savings derived from the move of UNV to Bonn be provided to UNV for programme purposes.

133. One delegation felt that insufficient consultations had been carried out in the preparation of the Human Development Report and requested that in future regular consultations be held during the preparation of the report. Another delegation cautioned that any such consultations should not jeopardize the independent nature of the report. Another delegation felt the time had come to assess the impact of the reports issued so far.

134. One delegation noted that the decision in 1993 by the Governing Council to integrate UNSO into the core programme of UNDP was not reflected in the budget proposals.

135. One delegation was concerned that since most of the cuts in international Professional posts had occurred at junior and mid-levels, minimal room would be left to recruit any new young talented staff members into the organization. The same delegation queried the level of the cost of annual salary increments.

136. A delegation queried if the opening of the new office in Brussels would have any impact (on the status, role and importance) on the UNDP European Office in Geneva.

137. Some delegations commented on the upgrading of the D-2 post in IAPSO and asked why it could not be considered after the review of IAPSO operations.

Response of the Administrator

138. The Administrator thanked delegations for their very positive and constructive comments. He informed them that he would be renaming the Regional Directorate of Europe and the Commonwealth of Independent States as the Regional Bureau for Europe and the Commonwealth of Independent States. On OUNS, he referred to the fact that the financing of United Nations operational activities was being debated in the General Assembly but that his proposals for financing OUNS were rather modest, considering that a substantial part of OUNS activities related to the resident coordinator function which was under UNDP authority. In that regard, he noted that of the seven posts in OUNS, 5.5 posts were dedicated to supporting the resident coordinator function while only 1.5 posts were involved in assisting him in his support to the Secretary-General.

139. On ODS, the Administrator reiterated the need to keep the office as a separate unit since it was involved in preparing reports on development policy and was not an operational function. In addition, it was a small office.

140. With regard to the flexibility requested in the form of five posts, the Administrator reiterated that the posts were essential to him in this current changing environment in UNDP, and that he was in the final process of drawing up their relevant terms of reference. He assured the delegations that he would inform them of their specific nature.

141. In reacting to the comment by some delegations on the declining trend in core resources and the possible negative impact on the operational capacity of UNDP due to the three budget reduction strategies, the Administrator hoped

that with the low overhead UNDP would gain further credibility and attract core resources.

142. On the lack of consultations in the preparation of the Human Development Report raised by one delegation, the Administrator assured the delegation that attention would continue to be paid to the consultative process.

143. In referring to the ACABQ comments on the presentation of the budget, the Assistant Administrator and Director, Bureau of Finance and Administration stated that in order not to have a lengthy budget document, an extensive description of existing concepts and definitions had not been repeated, on the assumption that readers were already familiar with them. However, a description had been made available in the form of a conference room paper. In hindsight, the Assistant Administrator indicated that considering the changing readership of the document, the information would be included in future documents. He further stated that UNDP was fully committed to the harmonization of budget presentations. In addition, the Assistant Administrator suggested that information on some questions would be provided at the informal meetings and on a bilateral basis.

144. With regard to the reductions in the Africa region, the Assistant Administrator, followed by the Chief of Budget, reiterated that the Africa region had absorbed a greater share of the reductions since it had the largest share of the UNDP core budget. However, if the staffing levels since 1992 were looked at in comparison to programme resources, the capacity had hardly been affected. Furthermore, the Africa region had been provided with an adjustment to its reduction target amounting to $2.0 million per year.

145. On the proposal to upgrade the post of Director of IAPSO to the D-2 level, the Assistant Administrator indicated that the post had already been formally classified and that the impending review of IAPSO's procurement operations had no impact on the post level.

146. On the subject of contributions by Governments towards local office costs, the Chief of Budget indicated that the proposals basically reflected the new waivers approved in June 1995 with respect to the next programming cycle and was as such consistent with the approach approved by the Governing Council in previous programming cycles.

147. Regarding the integration of UNSO, the Administrator indicated that UNSO had a new name and was already mainstreamed as a part of the Bureau for Policy and Programme Support (BPPS).

148. The Assistant Administrator indicated that the specific reduction proposals with respect to country offices and the Regional Bureaux were developed by the Regional Bureaux themselves.

149. With regard to changes in budgetary allocation for the UNDP Geneva office, the Assistant Administrator indicated that these were considered in a manner similar to those for UNDP headquarters in New York. However, he indicated that the D-2 post previously borrowed from the Geneva office, had been returned to the budget of that office.

150. The Director of Personnel indicated that in the light of a third budget strategy, there were fewer staff members leaving through attrition and early

retirement. Therefore, separations had to be open to all staff at all ages. He was confident that UNDP was doing its best to maintain the best and brightest staff and felt that most staff themselves felt that UNDP provided considerable job satisfaction and challenges.

151. On the use of the savings resulting from UNV's move to Bonn and the allocation thereof for UNV programme purposes, the Assistant Administrator indicated that the savings so derived were reflected as part of the overall reductions incorporated in the 1996-1997 biennial budget estimates. He indicated that an increase in resources for programme purposes would be a matter to be considered by the Executive Board while covering the allocation of programme resources.

152. The Executive Board adopted following decisions:

95/28. UNDP: Revised budget estimates for the biennium 1994-1995 and budget estimates for the biennium 1996-1997

The Executive Board

I

1. Takes note of the revised budget estimates for 1994-1995 and the budget estimates for 1996-1997 (DP/1995/51 and Add.1), the report of the Advisory Committee on Administrative and Budgetary Questions (DP/1995/52), and the introductory statement made by the Administrator, as well as of the comments made thereon by the Executive Board.

II Revised budget estimates for the biennium 1994-1995

2. Takes note of the realignments and adjustments incorporated in the revised 1994-1995 budget estimates, including the fact that in accordance with paragraph 4 of Executive Board decision 94/29 of 10 October 1994 and paragraph 6 of decision 94/32 of 10 October 1994, the biennial budget estimates of the United Nations Office for Project Services are no longer included in the United Nations Development Programme biennial budget presentation;

3. Endorses the proposal to present the budget estimates for the Commonwealth of Independent States and Baltic States as an integral part of the overall budget estimates consistent with the presentation of budget estimates for regions in general and country offices in particular;

4. Endorses in respect of the Commonwealth of Independent States and Baltic States, the proposal to cover from savings in the revised 1994-1995 core budget the anticipated shortfall in extrabudgetary income generated from co-financing and cash contributions towards local office costs;

5. Approves the revised budget estimates in respect of the United Nations Volunteers programme;

6. Approves revised appropriations in the amount of $574,392,700 gross, to be allocated from the resources indicated below to finance the 1994-1995 biennial budget, and resolves that the income estimates in the amount of $36,700,000 shall be used to offset the gross appropriations, resulting in net appropriations of $537,692,700, as indicated below;

7. Authorizes the Administrator to redeploy, within the approved appropriation for United Nations Development Programme core activities, resources between the appropriation lines for headquarters and country offices up to a maximum of 5 per cent of the appropriation to which resources are redeployed.

United Nations Development Programme revised budget estimates for the biennium 1994-1995 for administrative services, programme support and development activities and the funds
(Thousands of United States dollars)

	APPROVES	TAKES NOTE OF:	
	Gross/net appropriations	Estimated extra-budgetary income	Total gross/net estimates
I RESOURCES OF UNDP			
A UNDP core activities a/			
Headquarters b/	148 568.5	31 951.7	180,520.2
Country offices	230 305.5	41 771.8	272,077.3
Gross UNDP core activities	378 874.0	73,723.5	452,597.5
Estimated income	36 700.0	0.0	36,700.0
Net UNDP core activities	342,174.0	73,723.5	415,897.5
B Programme support and development activities			
Programme development activities	25 980.6	0.0	25,980.6
Support to the operational activities of the United Nations	93 157.3	0.0	93,157.3
Project/programme implementation services			
DSS	6 225.0	0.0	6,225.0
IAPSO	6 140.3	3 552.8	9,693.1
UNV	33 619.9	2 725.3	36,345.2
National execution	3 263.4	0.0	3,263.4
Total project/programme implementation services	49 248.6	6,278.1	55,526.7
Programme support c/	2 300.0	0.0	2,300.0
Total programme support and development activities	170 686.5	6,278.1	176,964.6
C Total resources of UNDP			
Gross resources	549 560.5	80,001.6	629,562.1
Estimated income	36 700.0	0.0	36,700.0
Net resources	512,860.5	80,001.6	592,862.1
II RESOURCES OF FUNDS			
A UNCDF	10 651.9	0.0	10,651.9
B UNRWA and UNFSTD	1 653.1	314.1	1,967.2
C UNSO	6 614.8	3 736.5	10,351.3
D UNIFEM	5 912.4	298.8	6,211.2
Total	24,832.2	4,349.4	29,181.6
III TOTAL UNDP APPROPRIATIONS			
Gross appropriations	574 392.7	84,351.0	658,743.7
Estimated income	36 700.0	0.0	36,700.0
Net UNDP appropriations	537,692.7	84,351.0	622,043.7

a/ The Administrator is authorized to redeploy within the approved appropriation for UNDP core activities, resources between appropriation lines for headquarters and country offices up to a maximum of 5 per cent to which resources are redeployed in accordance with paragraph 7 of Executive Board decision 95/28.

b/ Extrabudgetary income represents income from external sources, exclusive of reimbursements from non-core units; these are included in the appropriation estimates of the non-core units.

c/ Represents UNDP contribution to CGIAR and UNDP-UNSO/UNEP partnership.

Budget estimates for the biennium 1996-1997

8. Notes with concern the decline in the core resources of the United Nations Development Programme, and again calls upon Governments to increase their voluntary contributions to the Programme on a predictable, continuous and assured basis;

9. Requests the Administrator to continue to bear in mind the overall context and strategy in which the budget estimates for the 1996-1997 biennium should be viewed, in particular the resolutions and decisions adopted by the General Assembly and the Economic and Social Council relating to operational activities and Executive Board decisions 94/14, 95/22, and 95/23, and the need to give priority to the least developed countries and the low-income countries, particularly in Africa;

A. Budget estimates for core activities

10. Appreciates the proposal of the Administrator to continue a restrictive budget policy and to implement volume reductions with the aim of maximizing the resources that are available for programme and programme support activities, and, in this connection, emphasizes the importance of:

(a) Safeguarding accountability and ensuring that the delivery of the Programme is not negatively affected;

(b) The policy to reduce a larger percentage of headquarters than field posts and using functional analyses and consistent and transparent criteria to contribute to an effective process of rationalization;

(c) Placing capacities and functions in optimal location through decentralization and out-sourcing;

(d) Maximizing benefits through improved management of communications and information;

11. Requests the Administrator, in the context of the revised budget estimates for the 1996-1997 biennium, for an assessment of the impact of the present budget decision on the organizational capacity of the United Nations Development Programme, in particular the adequacy of human resources both at headquarters and country level, taking into account the comparative advantage of the Programme and decision 95/23;

12. Requests the Administrator to keep the Executive Board informed on progress made in clustering and networking, as described in paragraph 76 (a) of document DP/1995/51, as well as on steps being taken to promote common services with other United Nations agencies at the country level;

13. Takes note of the proposal by the Administrator to reserve five posts for subsequent allocation by him and the additional information provided by him thereon and the assurance that they will be dedicated to meeting the organizational objectives of the United Nations Development Programme, ensuring more organization-wide approaches, including improved communications among the Regional Bureaux, and servicing the country-office network;

14. Requests in this connection the Administrator to inform the Executive Board through the Advisory Committee on Administrative and Budgetary Questions on the final allocations of the posts as soon as possible, and no later than the second regular session 1996 of the Executive Board;

15. Emphasizes the need for enhancing the management of the human resources of the United Nations Development Programme, including, inter alia, improved

training, continued recruitment of new qualified staff, including at the junior level, transition and out-placement;

16. Approves the proposals of the Administrator contained in paragraphs 151-157 of document DP/1995/51 relating to separations and transitional measures through a one-time charge against the balance of general resources;

17. Requests the Administrator to report on the use and status of these reserves in the context of future biennial budget presentations;

18. Requests the Administrator, in accordance with Executive Board decision 95/23 concerning the successor programming arrangements, including the new resource allocation system, to ensure that there is adequate flexibility in staff postings to implement this system effectively, and to provide information to the Board on criteria guiding the staffing of country offices;

19. Takes note with concern of the proliferation of units reporting directly to the Administrator and invites the Administrator to review the organizational structure of the United Nations Development Programme and inform the Executive Board of the outcome of this review;

20. Takes note of the special adjustment accorded to the Africa region in line with the special initiatives taken by the Secretary-General in the context of the United Nations New Agenda for the Development of Africa in the 1990s, and that this adjustment does not result in additional staff reductions in other regions;

21. Approves in this connection the reinstatement of the level of the second Deputy Director post in the Regional Bureau for Africa from the D-1 to the D-2 level;

22. Takes note of the Administrator's decision to rename the Regional Directorate for Europe and the Commonwealth of Independent States the Regional Bureau for Europe and the Commonwealth of Independent States;

23. Approves the proposals of the Administrator contained in paragraphs 113 to 116 of document DP/1995/51 to provide the United Nations Development Programme with the minimal additional capacity to ensure effective operations and to carry out its coordinating role for United Nations operational activities in the Europe and the Commonwealth of Independent States region;

24. Takes note with appreciation of the progress made in the implementation of the regional service centre concept in the Asia and the Pacific region and the Africa region, including the general set-up, the level of coverage, the cost estimates, and the sources of financing;

25. Requests the Administrator, in light of the increase in non-core resources, to analyze the impact on the quality of the programme activities of the United Nations Development Programme, the relationship between core and non-core resources, and review the costs, including staff costs, involved in providing operational and administrative support to non-core activities;

26. Endorses the proposal not to undertake staff reductions in the Division for Audit and Management Review;

27. Stresses the need to maintain an adequate provision for translation;

28. Calls on the Administrator to keep the Executive Board informed on deliberations with regard to the reimbursement to the United Nations for services rendered by the United Nations to the Programme;

29. Decides to maintain, in line with the provisions of the standard basic agreements between host Governments and the United Nations Development

Programme, the arrangement whereby host Governments contribute towards the costs of country offices;

30. Strongly urges all programme countries, especially those who have made no or relatively modest contributions towards their obligation for reimbursement of the costs of country offices, to increase their contributions with a view to meeting their full commitments;

31. Decides to review the principles and criteria for determining the amounts to be reimbursed by host Governments as contributions towards the cost of country offices at the third regular session 1996;

B. Budget estimates for programme support and development activities

32. Takes note of the budget proposals relating to programme support and development activities;

33. Takes note further of paragraph 38 of the report of the Advisory Committee on Administrative and Budgetary Questions (DP/1995/52) on the Office of United Nations Support Services;

34. Takes note of the explanations given by the Administrator on the functions of the Office of United Nations Systems Support and Services, and in particular the information that the majority of functions in the office are related to United Nations Development Programme activities in providing support and a focal point for the resident coordinator system and that they will be responding to Executive Board decision 95/23;

35. Approves on a provisional basis the proposal relating to the Office of United Nations Systems Support and Services as contained in paragraphs 164-166 of document DP/1995/51;

36. Requests the Administrator to inform the Executive Board further, through the Advisory Committee on Administrative and Budgetary Questions, on the specific functions of the envisaged new posts in the Office of United Nations System Support and Services at its second regular session 1996 in order to enable the Board to review this issue;

37. Further requests in this connection the Administrator to report on the assistance rendered to the Secretary-General in ensuring system-wide coordination and policy coherence, taking into account relevant discussions by Member States during the fiftieth General Assembly;

38. Supports in this connection the amalgamation of the Humanitarian Programme and of security-related functions with the Office of United Nations System Support and Services while maintaining their financing from the budget for core activities, with the aim of maximizing the effectiveness of the support being provided to the resident coordinator function;

39. Requests the Administrator to review in the context of future biennial budget presentations the estimated workload related to support to the operational activities of the United Nations;

40. Takes note of the Administrator's intention to provide a comprehensive review of the programme development activities in the field and developments support services in the context of the 1998-1999 budget proposals;

41. Takes note of the downsizing proposed by the Administrator in respect of the Inter-Agency Procurement Services Office and the intention to increase the level of self-financing activities of the Office and also takes note of the revised grade structure of the Office;

42. Approves in this connection and on a provisional basis subject to the outcome of its review during the first annual session 1996 of the procurement

services being provided by the Inter-Agency Procurement Services Office, the upgrading of the post of Director to the D-2 level and the transfer of the source of financing thereof to the extrabudgetary funds generated through the procurement services provided by the Office;

43. Takes note of the cost-savings that will occur as a result of decision 95/2 on the relocation of the United Nations Volunteers headquarters to Bonn, and urges the Administrator, in light of these savings, to increase programme activities involving the United Nations Volunteers;

44. Also takes note of the volume reduction proposal as a result of the overall streamlining of the United Nations Volunteers;

45. Requests the Administrator to review the staffing formula for adding supplementary United Nations Volunteers headquarters staff, and to report on this in the context of the next biennial budget (1998-1999);

C. Budget estimates for Funds

46. Approves the Administrator's budget and staffing proposals relating to the United Nations Capital Development Fund, the United Nations Development Fund for Women, and the United Nations Fund for Science and Technology for Development/ United Nations Revolving Fund for Natural Resources Exploration and the Office to Combat Desertification;

47. Requests the Administrator to submit a report to the Executive Board on steps taken to integrate the work of the Office to Combat Desertification into the core programme of the United Nations Development Programme in the light of Governing Council decision 93/33, and on steps taken to reflect this integration in the 1998-1999 biennial budget proposals for Programme resources;

D. Other items

48. Takes note of the report of the Administrator on the budgetary aspect, including staffing levels, of the role of the United Nations Development Programme as an implementing agent for the Global Environment Facility and the Montreal Protocol, in particular the self-financing nature of this involvement;

49. Takes note of the report of the Administrator on the pilot arrangements relating to reclassifications as contained in document DP/1995/51/Add.1 and as requested in paragraph 30 of Governing Council decision 93/33;

50. Requests the Administrator to provide a detailed report on this issue in the context of the revised budget presentation for the biennium 1996-1997;

51. Encourages the Administrator, in view of the number of separate reports, reviews and information requested by the Executive Board and in recognition of the possible implications on the capacity for the planning and management of the actual implementation of the 1996-1997 budget strategy, to consolidate and incorporate reporting requirements in the regular reports that deal with financial and budgetary matters;

52. Approves appropriations in the amount of $576,807,100 gross, to be allocated from the resources indicated below to finance the 1996-1997 biennial budget, and resolves that the income estimates in an amount of $38,000,000, shall be used to offset the gross appropriations, resulting in net appropriations of $538,807,100, as indicated below:

53. Authorizes the Administrator to redeploy, within the approved appropriation for United Nations Development Programme core activities, resources between the appropriation lines for headquarters and country offices up to a maximum of 5 per cent of the appropriation to which resources are redeployed.

United Nations Development Programme budget estimates for the biennium 1996-1997 for administrative services, programme support and development activities and the funds
(Thousands of United States dollars)

	APPROVES	TAKES NOTE OF:	
	Gross/net appropriations	Estimated extra-budgetary income	Total gross/net estimates
I RESOURCES OF UNDP			
A. UNDP core activities a/			
Headquarters b/	142 247.6	36 479.4	178,727.0
Country offices	233 723.0	45 267.5	278,990.5
Gross UNDP core activities	375.970.6	81,746.9	457,717.5
Estimated income	38 000.0	0.0	38,000.0
Net UNDP core activities	337,970.6	81,746.9	419,717.5
B. Programme support and development activities			
Programme development activities	30 512.5	0.0	30,512.5
Support to the operational activities of the United Nations	96 986.7	0.0	96,986.7
Project/programme implementation services			
DSS	7 223.4	0.0	7,223.4
IAPSO	4 562.6	3 911.4	8,474.0
UNV	32 769.5	2 999.7	35,769.2
National execution	3 832.3	0.0	3,832.3
Total project/programme implementation services	48 387.8	6,911.1	55,298.9
Programme support c/	2 300.0	0.0	2,300.0
Total programme support and development activities	178.187.0	6,911.1	185,098.1
C. Total resources of UNDP			
Gross resources	554.157.6	88,658.0	642,815.6
Estimated income	38,000.0	0.0	38,000.0
Net resources	516,157.6	88,658.0	604,815.6
II RESOURCES OF FUNDS			
A UNCDF	9 060.6	0.0	9,060.6
B UNRFNRE and UNSO/TD	1 130.1	324.8	1,454.9
C UNSO	7 242.0	1 207.3	8,449.3
D UNIFEM	5 216.8	310.1	5,526.9
Total	22 649.5	1,842.2	24,491.7
III TOTAL UNDP APPROPRIATIONS			
Gross appropriations	576.807.1	90,500.2	667,307.3
Estimated income	38,000.0	0.0	38,000.0
Net UNDP appropriations	538.807.1	90,500.2	629,307.3

a/ The Administrator is authorized to redeploy within the approved appropriation for UNDP core activities, resources between appropriation lines for headquarters and country offices up to a maximum of 5 per cent to which resources are redeployed in accordance with paragraph 53 of Executive Board decision 95/28.

b/ Extrabudgetary income represents income from external sources, exclusive of reimbursements from non-core units; these are included in the appropriation estimates of the non-core units.

c/ Represents UNDP contribution to CGIAR and UNDP-UNSO/UNEP partnership.

15 September 1995

95/30. Harmonization of budget presentations

The Executive Board

1. Requests the Administrator of the United Nations Development Programme and the Executive Director of the United Nations Population Fund to provide the Board with draft appropriation decisions on the budgets prior to the Board's discussions on the budget;

2. Takes note of the continuous commitment of the Administrator and of the Executive Director to contribute to the harmonization of budget presentations in response to Board decision 94/30 of October 1994;

3. Requests the Administrator and the Executive Director to accelerate their efforts to contribute to the harmonization of budget presentation and to provide the following information to the Executive Board:

(a) At the second regular session 1996:

Oral progress report, including an identification of common features in the budgets of the United Nations Development Programme, the United Nations Population Fund and the United Nations Children's Fund, and an explanation of the areas that are not common in the budgets;

(b) At the annual session 1996:

Oral progress report on steps needed for further harmonization which, together with an account of the debate held on the issue during the annual session of the Board, will be reported on to the Economic and Social Council at its substantive session 1996.

(c) At the third regular session 1996:

Submission of initial proposals for action by the Executive Board, through the Advisory Committee on Administrative and Budgetary Questions;

4. Also requests the Administrator and the Executive Director to ensure that the proposals for harmonization and budget presentation further promote the provision of user-friendly and transparent budget documents and preparation procedures.

15 September 1995

153. The representative of the United Kingdom expressed his Government's full support for decision 95/30. He hoped the decision would enable more effective assessment of the budgets of United Nations funds and programmes. The Executive Board needed to review its own handling of budgets. While there seemed to be full commitment to harmonization, a consistent strategy of the Board for analysis of the budgets of funds and programmes was lacking. A number of issues were raised during the UNDP segment, and not during the UNFPA segment, although they were equally applicable. The Executive Board had not harmonized its consideration of budgets.

Procurement from developing countries: DP/1995/55

154. The Assistant Administrator and Director, Bureau for Finance and Administration, introduced document DP/1995/55 on the efforts by the United Nations system towards promoting procurement of goods and services from developing countries. He reported that United Nations system-wide procurement from developing countries had continued to increase, reaching a level of $1.3 billion in 1994, or 35 per cent of total procurement volume, compared to 30 per cent in 1991. He indicated that the trend towards decentralization of procurement in the United Nations system, particularly by peace-keeping missions, had contributed to that result. He pointed out that the United Nations system, through the Inter-Agency Procurement Working Group (IAPWG) had actively promoted and expanded geographical distribution of United Nations contracts, particularly from developing countries.

155. With regard to procurement under UNDP funding, the Assistant Administrator noted the substantial increase of procurement from developing countries - from 35 per cent of total procurement to 59 per cent in 1994, reaching a volume of $134 million. He indicated that factors contributing to the growth included the increased delegation to UNDP country offices for procurement activities in support to national execution, as well as to field operations by UNOPS and United Nations specialized agencies. A statistical report on procurement was distributed to the members of the Executive Board.

156. The Assistant Administrator emphasized the very constructive cooperation that existed among the United Nations agencies, through IAPWG, to expand the geographical distribution and increase transparency in United Nations procurement while enhancing competitiveness. He also indicated that the activities of the Inter-Agency Procurement Service Office (IAPSO) had been catalytic in increasing the efforts of the United Nations system in that regard. Some important IAPSO activities included its network of national focal points in developing countries, which received information about business opportunities in the United Nations market; the development of a common vendor database; the standardization of equipment in common use; and the negotiation of best prices and delivery conditions.

157. The Assistant Administrator indicated that, following the recommendation of the United Nations Board of Auditors, UNDP had reviewed the activities of IAPSO and proposed to present a comprehensive report to the Executive Board at its first regular session 1996.

158. Several delegations expressed satisfaction at the increase in the volume of procurement from developing countries. Some delegations were concerned at the delays experienced by IAPSO in obtaining statistical information from other United Nations agencies and requested that more comprehensive statistics be submitted. In response, the Assistant Administrator recalled that yearly statistical information on procurement was regularly submitted to the Board at its annual session as part of the main programme record. He indicated that UNDP would consolidate the reporting on IAPSO activities, including procurement statistics, by submitting its report to the Executive Board at its third regular session 1996. Some delegations requested that such report include efforts made to promote procurement from underutilized major donor countries in addition to the existing reporting on procurement from developing countries.

159. The Executive Board adopted the following decision:

95/27. Procurement from developing countries

The Executive Board

1. Takes note of the report of the Administrator on procurement from developing countries (DP/1995/55), and of the measures taken and progress made by the United Nations system to increase procurement from developing countries and to expand the geographical distribution of contracts;

2. Encourages the Inter-Agency Procurement Services Office to continue to coordinate, through the Inter-Agency Procurement Working Group mechanism, efforts within the United Nations system to increase procurement from developing and underutilized major donor countries;

3. Recognizes that increased decentralization of procurement, inter alia, under the national execution of programmes, has significantly contributed to increasing procurement from developing countries;

4. Requests the Economic and Social Council to encourage the organizations and agencies of the United Nations system to cooperate with the Inter-Agency Procurement Services Office in improving the accuracy and timeliness of data provided for the annual reporting on procurement to the Executive Board and the Economic and Social Council;

5. Requests the Administrator to streamline the reporting on procurement in order to ensure clear distinction between activities aimed at promoting procurement from developing countries and those from underutilized major donors in accordance with Governing Council decision 93/38 of 18 June 1993 (paragraph 7) and organize relevant statistical data accordingly.

14 September 1995

V. UNDP: AGENCY SUPPORT COSTS

160. The Executive Board decided to postpone consideration of this item to the first regular session 1996.

VI. UNOPS: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Revised budget estimates for the biennium 1994-1995 and budget estimates for the biennium 1996-1997

161. The Executive Director of the United Nations Office for Project Services (UNOPS) introduced his report on the revised budget estimates for the biennium 1994-1995 and budget estimates for the biennium 1996-1997.

(DP/1995/60). He emphasized that UNOPS management was aware that Executive Board approval of the UNOPS budget could not be treated as an authorization to spend but rather as a financial frame within which UNOPS was required to match its expenditures to the revenue it produced from the provision of services. He noted that UNOPS had acted accordingly in 1994 by spending well below the level approved by the Executive Board, without which a deficit of nearly $5 million would have been incurred. He also stressed that the level of demand for UNOPS services was related to the rates clients were prepared to pay for them and noted that UNOPS administrative costs, at approximately 7.5 per cent of delivery, were among the lowest in the United Nations system.

162. Several delegations appreciated the responsiveness displayed by UNOPS in dealing with shortfalls in income projections and welcomed the financial management model that UNOPS had developed to monitor its income and administrative expenditures. Positive comments were also made by several delegations about the utilization of the newly introduced contract for appointments of limited duration (ALD). One representative expressed the view that the use of ALDs, while helpful to the Organization in coping with income fluctuations, did not facilitate long-term institution-building. Several delegations welcomed the proposed review of the UNOPS staffing table and said that they looked forward to seeing the report on its results.

163. Some delegations felt that the information presented regarding the 1996-1997 projections was not comprehensive enough to enable them to make a decision at that time. Further information was requested about the relationship between the UNOPS Asia office in Kuala Lumpur and UNOPS headquarters, as well as between the Asia office and UNDP country offices. Clarification was sought as to how Management Service Agreements were handled now that UNOPS was in existence. One delegation requested further information regarding staff travel.

164. In response to the request for more information, the Executive Director circulated a note providing an update on the acquired and projected portfolio, including the methodology used for the purpose. He noted that the targets for 1995 and 1996, based on existing project budgets and planned rephasing, were practically assured, while those for 1997 could be determined with more accuracy only in mid-1996. He also pointed out that the information was being made available to the Executive Board for the first time and mentioned that additional information would be contained in separate financial statements, thereby enhancing transparency. He acknowledged the concerns regarding the use of ALD contracts, but informed the Board that incentives consistent with the United Nations common system were being explored. He pointed out that the bulk of staff travel was undertaken in response to project monitoring requirements.

165. The Deputy Executive Director provided information regarding the Asia office in Kuala Lumpur by stating that the decision to establish the office had been taken in response to a critical mass of business which was perceived to be more efficiently handled by placing Professional staff closer to the action while reducing costs. He added that collaboration with the UNDP resident representatives, who continued to represent the United Nations Office for Project Services, had also become much closer. Regarding Management Service Agreements (MSAs), he clarified that there had been no significant changes in that they continued to be concluded between beneficiary countries and UNDP and were implemented by UNOPS.

166. The Executive Board adopted the following decision:

95/31. UNOPS: Revised budget estimates for the biennium 1994-1995 and budget estimates for the biennium 1996-1997

The Executive Board

1. Takes note of the report of the Advisory Committee on Administrative and Budgetary Questions (DP/1995/45);

2. Takes note of the report of the Executive Director on the revised budget estimates for the biennium 1994-1995 and budget estimates for the biennium 1996-1997 (DP/1995/60);

3. Approves the establishment ex post facto of three additional General Service posts, bringing the total to 244 established posts;

4. Requests that the Executive Director perform, in accordance with paragraph 18 of document DP/1995/60, a comprehensive review of existing posts to determine which posts are to be maintained or reallocated, and submit a report to the Executive Board in early 1996;

5. Approves the revised budget estimates for the 1994-1995 biennium in the amount of $58,439,000;

6. Approves the budget estimates of the Executive Director for the 1996-1997 biennium in the amount of $61,428,900;

7. Notes that the United Nations Development Programme and the United Nations Office for Project Services are currently reviewing the nature of and conditions under which central administrative services are made available to the United Nations Office for Project Services by the United Nations Development Programme, concurs with the views expressed by the Advisory Committee on Budgetary Questions in paragraph 13 of its report (DP/1995/45), and instructs the Executive Director to report on arrangements concluded for the provision of such services during the 1996-1997 biennium in early 1996;

8. Takes note of the financial management model developed by the United Nations Office for Project Services for purposes of establishing and monitoring its administrative budget, and requests the Executive Director to report, through the Management Coordination Committee, any significant changes in income projections;

9. Decides to consider the issue of the future direction of the United Nations Office for Project Services at its second regular session 1996.

15 September 1995

VII. UNITED NATIONS DEVELOPMENT FUND FOR WOMEN

167. The Administrator informed the Executive Board that the financial situation of UNIFEM had improved as a result of measures previously agreed upon by the Board. UNIFEM would not experience a deficit in 1995. One-time increases in the contributions of several Governments reflected renewed confidence in the Fund. Significant progress had been made with regard to improved financial management, with the mechanisms and procedures put in place being monitored both by the UNIFEM Director and by the Administrator. Measures had been agreed upon with the Assistant Administrator and Director of the Bureau for Finance and Administration to ensure enhanced reporting and oversight of the financial situation of UNIFEM. In pursuance of paragraph 13 of Executive Board decision 95/18, the Administrator had informed the members of the Board by his letter of 26 July 1995 of the measures taken with respect to the responsibility and accountability of concerned officials. All UNDP and UNIFEM staff would be informed of those measures.

168. The Administrator underscored his commitment to strengthening accountability and oversight in all operations under his responsibility and announced that he had initiated an in-depth review of UNDP policies and practices with respect to both the financial and managerial accountability of staff. He would also ensure that greater attention was paid by everyone in the Organization to the importance of accountability. Strong messages would be sent throughout UNDP and UNDP-administered funds of the importance to maintain management standards of the highest level. Furthermore, consistent with UNDP regulations, in cases of mismanagement, the responsibility and accountability of any concerned officials would be reviewed, determined and sanctions commensurate with the circumstances would be applied.

169. The Administrator also called on delegations to give UNIFEM the financial leverage to undertake its work, particularly following the Fourth World Conference on Women.

170. The Deputy Director of UNIFEM introduced the progress report and terms of reference for an external evaluation of UNIFEM (DP/1995/61). She informed the Executive Board that UNIFEM had begun to prepare reports on income and expenditure (both actual and projected), resource availability, and outstanding advances. All project budgets had been rephased to provide an accurate picture of expected disbursements in 1995 and in future years. Total income for 1995 was now estimated at $17.4 million. The increase from a previous estimate of general resources income of $11.6 million was due in large part to one-time increases in the contributions of the Governments of India, Japan, the Netherlands, New Zealand, and Switzerland, for which gratitude was expressed.

171. Revised terms of reference for the evaluation, contained in a conference room paper, were distributed to the Executive Board. The revisions drew on the comments of the Board at an informal consultation held on 28 August. The evaluation would provide for a thorough review of UNIFEM programme achievements, efficiency, impact and sustainability, and would make concrete recommendations for the future strategies, programmes, structure and operational tools of the Fund. UNIFEM welcomed the programme evaluation as a complement to the work already undertaken in financial management. The conclusions of the evaluation, together with the Platform of Action of the

Fourth World Conference on Women, would provide valuable guidance in shaping the Fund's programme in the months ahead. UNIFEM looked forward to working closely with the Board during the evaluation.

172. Many delegations expressed their support for the progress of UNIFEM in its financial recovery and thanked the Administrator and the Deputy Director of UNIFEM for their statements. In particular, the remarks of the Administrator regarding accountability of staff were welcomed. Most speakers stated that they had confidence in UNIFEM to fulfil its mandate and to undertake new responsibilities following the Fourth World Conference on Women. Several delegations announced that recent contributions had been made to UNIFEM or that their Governments would increase their contributions to the Fund in the near future.

173. While general support was expressed for the revised proposed terms of reference for an external evaluation, some issues were raised. They included the need for geographical representation and appropriate high-level skills among the members of the evaluation team and the need for the evaluation to be constructive and forward-looking. One delegation suggested that the evaluation include a case study of one country. Several delegations emphasized the importance of the full involvement of the Executive Board in providing policy guidance for the evaluation. Some delegations announced that their Governments would be willing to contribute to the evaluation exercise.

174. The Executive Board adopted the following decision:

95/32. Matters relating to the accountability and responsibility and external evaluation of the United Nations Development Fund for Women

I

Accountability and responsibility

The Executive Board

1. Welcomes the efforts made to improve the financial situation of the United Nations Development Fund for Women;

2. Takes note of the statements made in the Board in response to the information received from the Administrator on responsibility and accountability issues related to the United Nations Development Fund for Women and the United Nations Development Programme;

3. Requests the Administrator to present, at its second regular session 199[illegible], a comprehensive report on United Nations Development Programme policies and practices with respect to the accountability of staff in the management and use of programme and administrative resources, including additional measures taken to strengthen accountability and responsibility;

4. Also requests the Administrator to include proposals for appropriate regular reporting to the Board on the application of these policies and practices;

II.

Independent external evaluation

The Executive Board

1. Decides that the external evaluation of the United Nations Development Fund for Women shall be based on the terms of reference contained in the annex to the present decision and that the report of the independent evaluator shall be submitted directly to the Board for consideration at its second regular session 1996;

2. Decides that the Administrator, in close collaboration with the United Nations Office for Project Services, as appropriate, shall select consultants on a competitive basis to carry out the evaluation while keeping the Board informed of the selection process;

3. Also decides that the United Nations Development Programme should establish a trust fund for the financing of the evaluation of the United Nations Development Fund for Women;

4. Urges all members of the United Nations Development Programme to make contributions to the cost of the evaluation, and welcomes the pledges already made by a number of Member States;

15 September 1995

Annex

EXTERNAL EVALUATION OF UNIFEM: TERMS OF REFERENCE

1. In its decision 95/10 of 7 April 1995, the Executive Board called for an external evaluation of UNIFEM. At an informal meeting held during its annual session 1995, draft terms of reference for the external evaluation of UNIFEM were made available, and the Board requested that further information on the external evaluation be submitted at the third regular session 1995. In accordance with that request, the proposed scope of the evaluation, methodology, composition of the evaluation team, and a timetable are provided below.

A. Background

2. Paragraph 9 of the annex to General Assembly resolution 39/125 states that "The resources of the Fund shall be used mainly within two priority areas: first, to serve as a catalyst, with the goal of ensuring the appropriate involvement of women in mainstream development activities, as often as possible at the pre-investment stages; secondly, to support innovative and experimental activities benefiting women in line with national and regional priorities". Through this mandate, the UNIFEM thrust is:

(a) To advocate for women's concerns and to catalyse other agencies in the United Nations system, development organizations and Governments to address these concerns; and

(b) To support innovative activities, with women's full participation, and, by demonstrating their effectiveness, to attract mainstream agencies to adopt and integrate them in their development programmes.

3. During its second regular session 1995, the Executive Board of UNDP and UNFPA was informed of the financial situation facing UNIFEM. As a result of the ensuing deliberations, the Board, in its decision 95/10, decided to consider the terms of reference and means of financing for an external evaluation of UNIFEM. Given the primary emphasis of both the internal and external audits on the financial situation, it is proposed that the external evaluation focus on programmes, impact and future directions of the Fund. Consequently, the review would cover programmes and project initiatives; the advocacy role of UNIFEM and its impact; and management policies and systems. In addition, the evaluation would, wherever deemed appropriate, also appraise financial aspects and issues as related to programme management and implementation. Field staff as well as key partners and beneficiaries would be consulted in addition to headquarters staff.

B. Objectives

4. Taking into account relevant Resolutions and decisions adopted by the General Assembly, the Economic and Social Council, the Executive Board and the Consultative Committee, it is proposed that the evaluation undertake the following:

(a) Assess and identify the overall past and present achievements, efficiency, impact and sustainability of programme activities at headquarters and in the field in fulfilling the Fund's mandate;

(b) Assess institutional capacity and structure of the Fund vis-à-vis resource utilization, programme delivery, management and control at the headquarters and field levels;

(c) Assess the effectiveness of the Fund's work with its collaborators both in the field and at headquarters;

(d) Make concrete recommendations based on the findings of the evaluation, past experience and in light of global strategies for action agreed at the Fourth World Conference on Women on UNIFEM future strategies, programmes, structure and operational tools in the interests of effectiveness, development impact, sustainability and accountability.

C. Scope of the evaluation

5. It is proposed that the evaluation focus on programming aspects and issues. In light of recent changes in UNIFEM policies and systems for management and financial control, attention should also be given to the adequacy of these changes as related to programme management, implementation and monitoring.

6. The areas of concern will therefore include: (a) programme strategies; (b) programme and project performance; (c) advocacy; and (d) management, finance and administration. Specific issues to be addressed under each of these categories are as follows:

1. Programme strategies

7. The key issue areas for the assessment of programme strategies are:

(a) Extent to which UNIFEM strategies succeed in fulfilling the Fund's mandate and in meeting the needs and interests of women in developing countries;

(b) Ability of UNIFEM to incorporate in its strategies crucial issues confronting women;

(c) Balance between resources available to UNIFEM (including financial, technical expertise and management) and the scale of its activities.

2. Programme performance

8. Given the scope of UNIFEM work, particularly in terms of meeting women's practical and strategic needs and in terms of empowering women, the key issue areas for assessment of programme performance are:

(a) Quality of programme and project design and implementation, including monitoring and financial control mechanisms, constraints, and technical backstopping;

(b) Extent and effectiveness of UNIFEM efforts to move from a project to a programme approach;

(c) Extent to which UNIFEM support to women's groups, networks and coalitions has strengthened the capacity of these groups to contribute to women's empowerment and gender-sensitive development;

(d) Extent to which UNIFEM collaboration with other United Nations agencies has strengthened the ability of both to work towards women's empowerment;

(e) Capacity of the non-governmental organizations implementing UNIFEM programmes to comply with reporting requirements;

(f) Effectiveness of initiatives aimed at mainstreaming gender concerns, particularly those meant to bring about gender-sensitive development planning;

(g) Sustainability of UNIFEM interventions in the context of constraints and problems that particularly affect women in developing countries and women living in poverty and in differing cultural environments;

(h) Availability of technical and sectoral expertise in terms of programme development and implementation.

3. Advocacy

9. Given the UNIFEM mandate to advocate for the participation of women in development at global, regional and national levels, the key issue areas for assessment are:

(a) Extent to which UNIFEM has been able to utilize its experiences to advocate for increased integration of gender issues within the United Nations system agencies and in other development organizations; as well as at international conferences;

(b) Impact of the brokering role of UNIFEM in terms of assisting women's groups to influence national policies and programmes;

(c) Catalytic impact of advocacy for women's and gender issues in the context of resource limitations and time constraints;

(d) Adequacy of advocacy tools used, including impact of documentation and dissemination of experiences in working with women.

4. Management, finance and administration

10. The key issue areas for the assessment of management, finance and administration are:

(a) Effectiveness of procedures and adequacy of staff skills and training for reporting, control, financial and administrative systems for programme management;

(b) UNIFEM organizational structure vis-à-vis clear and direct lines of authority, responsibility, communication, and accountability among staff

D. Methodology

11. It is proposed that the evaluation of UNIFEM take place in three phases. The first phase will focus on analysis of key documents and preliminary meetings, with site visits and interviews to take place in the second phase. The third phase will entail a final round of interviews with

headquarters staff and finalization of the evaluation report. Where appropriate, the team leader will consult with members of the Executive Board of UNDP and UNFPA.

Phase 1: New York

12. The first phase will consist of the following:

(a) Introductory meetings. Briefing on UNIFEM organizational matters, including historical overview, mandate and mission; overview of operational matters, including management and administration; programme development and management systems. These meetings will include key UNDP senior management staff;

(b) Document review. Review of key documents, including policy, programme and project-related documents, an overview of programmes and project activities by region, documents concerning management, administration, control and staff skills, key evaluations and publications that demonstrate UNIFEM experience in working with women; Platform of Action from the Fourth World Conference on Women; and any other relevant documents;

(c) Sample identification. Criteria for selection of sample to be developed after review of documents; countries/projects to be visited, including key people to be interviewed and questionnaire administered to others that cannot be visited; programme sample representing range of key sectors in which UNIFEM works, including advocacy initiatives; management sample, including policies and systems;

(d) Interviews. Initial round of interviews with select number of staff at various levels in the organization, both individually and in groups, as appropriate.

Phase 2: Field

13. The second phase will consist of the following:

(a) Site visits. For countries to be determined during phase 1. Visit actual project sites to meet participants as well as staff from implementing agencies. Interview sample to include UNIFEM advisors and staff from collaborating agencies, including UNDP/other United Nations agencies, national ministries, non-governmental organizations and bilateral programmes;

(b) Report to be drafted, and checked for factual accuracy.

Phase 3: New York

14. The third phase will consist of:

(a) Interviews with staff from UNIFEM and UNDP, the United Nations Population Fund, the United Nations Children's Fund and any other agencies in New York;

(b) Finalization and submission of report directly to the Executive Board

E. Outputs

15. In preparing the report, the evaluation team should be guided by the objectives as outlined in paragraph 4 of the present terms of reference. The report should include assessments of UNIFEM achievements and activities together with specific operational recommendations with a view to enabling the Executive Board to make future decisions within its mandate on necessary changes in UNIFEM strategies, programmes, structure, operational tools and/or financial systems.

F. Composition of the evaluation team

16. The evaluation team should be well acquainted with gender issues, including development economics and the economic and political empowerment of women. The team should be familiar with development agencies, including their managerial and financial aspects, and have knowledge of the United Nations system. The team will also need skills in evaluation methodology and organizational development. It would be strongly preferable for the evaluation team to be composed of members from donor and recipient countries. The gender composition of the team will be important.

G. Timetable

17. In order to ensure that UNIFEM is able to act on the critical recommendations emanating from the Fourth World Conference on Women, it is proposed that the external evaluation should commence as soon as possible and no later than 15 November 1995. By this date, it will be possible to complete preparatory work and establish the management process for the evaluation. Given the expected duration of the evaluation, it is anticipated that the final report of the external evaluation will be available by the end of February 1996.

18. Given the timing of the evaluation, the consultants will have access to all key documentation arising from the Fourth World Conference on Women so that these can be borne in mind throughout the evaluation, and especially when making recommendations for the future of UNIFEM.

19. The following implementation timetable is proposed:

New York:		
Phase 1:	Briefing, review of documents	2 weeks
	interviews with key staff	1 week
Field:		
Phase 2:	Interviews with beneficiaries and partners, and UNIFEM regional programme advisors	6 weeks
New York:		
Phase 3:	Remainder of interviews with staff and finalization of report	2 weeks

175. As requested by the Executive Board, the Executive Director of UNFPA provided the Board with a brief update on important events that had taken place since the Board had last met in June 1995. These included, among others: (a) the Global Meeting of UNFPA field and headquarters staff, which was held in Rye, New York, immediately following the annual session of the Executive Board to discuss the future directions and programme priorities of UNFPA in light of the recent deliberations and decisions of the Executive Board; (b) the work of the Inter-Agency Task Force on the Implementation of the ICPD Programme of Action, which had met for the second time on 25 July to review progress made on the follow-up to the International Conference on Population and Development (ICPD); (c) the outcome of the recent session of the Economic and Social Council, most important of which for UNFPA was the Council's endorsement of the recommendation contained in Executive Board decision 95/20 to change the designation of UNFPA resident Country Directors to UNFPA Representatives and the Council's recommendation that the General Assembly also endorse the change in designation; and (d) the progress made in the negotiations at the Fourth World Conference on Women, in particular concerning the language and agreements that had been reached at the ICPD in Cairo.

VIII. UNFPA: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

176. For consideration of agenda item 8, the Executive Board had before it the annual financial review, 1994 (DP/1995/41); the biennial budget estimates for administrative and programme support services for the 1996-1997 biennium (DP/1995/42); and the report of the Advisory Committee on Administrative and Budgetary Questions (DP/1995/43).

177. The Executive Director introduced the three documents referring to her written statement circulated on 12 September on agenda item 8. Before elaborating on the budget proposals for administrative and programme support services (APSS), the Executive Director reviewed briefly the financial status of UNFPA and its income prospects. She indicated that the year 1994 had been a very successful one: UNFPA regular resource income had amounted to $265.3 million, an increase of almost $46 million, or 21 per cent, compared to the 1993 income of $219.6 million. Programme expenditures had increased by 45 per cent, from $158 million in 1993 to $229 million in 1994, and expenditures from multi-bilateral funds had increased by 16 per cent, from $9.3 million to $10.8 million. However, notwithstanding those increases, which were substantial compared to 1993, the Fund's net APSS costs of $45 million remained at approximately the same level as those in 1993. The level of APSS costs was attributed to steps taken during the current biennium to keep administrative expenditure at a minimum, as well as the devaluation of currencies in countries in which UNFPA had significant operations. As a result, UNFPA expected to realize savings of $10 million, or about 10 per cent, in the 1994-1995 appropriation. The Executive Director attributed the Fund's increase in programme delivery to the implementation of specific management measures, including further decentralization, streamlining

of programming procedures, revision of guidelines concerning inter-alia non-governmental organizations, and the implementation of a more realistic programme planning approach.

178. With regard to the 1996-1997 APSS budget proposal, the Executive Director stressed the Fund's commitment to strengthening in particular the performance of its country offices, mainly through re-assignment and re-training of existing staff, in order to implement successfully the Programme of Action adopted by the ICPD. She stated that the proposed APSS biennial budget amounted to $127.4 million (net), an increase of 13 per cent compared to the 1994-1995 appropriation of $113 million. She noted that the projected income of $702 million, including $30 million in multi-bilateral funding, reflected preliminary indications from major donor countries signifying a renewed enthusiasm for the funding of population activities as a result of the ICPD.

179. The Executive Director addressed the concerns raised by ACABQ regarding the size of the proposed headquarters budget. In that connection, she emphasized that approximately 80 per cent of the proposed increase in the APSS budget would be used to strengthen the country offices and to establish new offices in Albania, Romania and Uzbekistan. The budget proposal included provision for 74 additional posts to equip further the country offices with the minimum standard of programme monitoring and financial accounting expertise. She indicated that the proposed budget contained no real increase in the headquarters budget while the ratio of headquarters to field staff would reach 1 to 3, signifying the importance UNFPA attached to its operations at the country level.

180. With reference to the proposed training budget of $2.5 million, the Executive Director emphasized that $2 million was earmarked for UNFPA country offices to reinforce efforts to decentralize approval authority further to country offices; to develop the staff skills needed to help accelerate national execution; and to re-orient staffing profiles of existing staff in the core areas of the UNFPA programme. She also addressed the concerns raised by ACABQ regarding the budget for consultancies. She stated that the proposed expertise was required to review and streamline the Fund's administrative, operational and financial procedures, particularly with regard to the efficient application in UNFPA of personnel, procurement and financial modules of the Integrated Management Information Systems (IMIS), a system that was being implemented by both the United Nations and UNDP.

181. In concluding her remarks, the Executive Director drew attention to the ratio of administrative to programme expenditure. She stated that the share of the administrative budget to income in the proposed 1996-1997 budget was 4.4 per cent, which was a considerable reduction from the 6.1 per cent in the 1992-1993 biennium. She noted that the share of the administrative budget within the overall APSS budget would decrease from 28.5 per cent in 1992-1993 to 24 per cent in 1996-1997 and, further, that the share of the APSS budget to total income would decline from 21.3 per cent in 1992-1993 to 18.1 per cent in 1996-1997.

Summary of discussions

182. Many delegations congratulated the Executive Director for the quality and format of the financial and budget documents. They also expressed

gratitude for the clarity of the Executive Director's introductory statement on the documents and welcomed the framework that the proposals provided for implementing the objectives adopted by the ICPD. Many delegations were pleased that the proposed budget was designed to strengthen UNFPA country offices further.

183. Regarding the annual financial review (DP/1995/41), many delegations welcomed the increase in programme expenditures in 1994, the comparatively low level of APSS expenditures, the resulting reduction of the funds brought forward to 1995, and the continued strengthening of national execution. The delegations hoped that those trends would continue throughout the coming years. Some delegations expressed concern that although the UNFPA income had increased in 1994, the number of donors had declined. Others welcomed the declining share of the APSS expenditures to income in 1994 and requested UNFPA to make all efforts to ensure that the trend continued in the following biennium.

184. Several delegations stressed the need to accelerate the process of harmonizing the budget methodology and presentation of UNICEF, UNDP and UNFPA. It was observed that a standard budget presentation would have facilitated a speedy and efficient review of the budgets of both UNDP and UNFPA. Some delegations expressed the need to decide on specific deadlines for the harmonization of budgets.

185. Several delegations also expressed concern about the income projections underlying the budget proposal, in particular, the assumption of one major donor's annual contribution of $55 million throughout the next biennium and the proposed 8 per cent increase in the remaining contributions. Others reiterated the concern of ACABQ that UNFPA might establish an administrative infrastructure that might be difficult to maintain if, in future years, the projected income level was not attained.

186. A number of delegations questioned the methodology of presenting the APSS budget expenditures in relation to income. They supported the recommendation of ACABQ that the budget should have been presented in relation to planned expenditure. One representative also suggested that the current policy of maintaining a relatively high operational reserve should be reviewed with a view to freeing resources for programme expenditures.

187. Some delegations questioned the high appropriation for the headquarters budget and requested clarification as to whether headquarters expenditures could be further reduced and additional headquarters staff could be deployed to the field. Some delegations also requested clarification concerning the proposed distribution of regional appropriations, in particular with reference to Africa, while indicating that the appropriations for individual countries should be based on the needs of such countries.

188. Concerning the details of the budget proposal, many delegations welcomed the proposed training budget. Some stressed the need for audit coverage, in particular for the countries with total project approval authority. Other delegations requested clarification concerning the deployment of Country Directors at the D-1 level and the criteria for opening new offices, including those in Europe and Central Asia. Others expressed support for the proposed upgrading of headquarters posts and for the additional field staff. It was also suggested that the Fund should explore

all possibilities of deploying headquarters staff to the country offices and to reconsider the request for additional field staff.

189. Some delegations stressed the importance of the publications programme, particularly for the Fund's increased advocacy role. It was also suggested that a review of the publications programme be submitted to the Executive Board at a future session.

190. Concerning the proposal to establish a separate UNFPA Executive Board, some delegations pointed out that the benefits of reviewing UNFPA and UNDP together would outweigh the costs of establishing such a Board. Other delegations were in favor of the creation of a separate UNFPA Executive Board.

191. In regard to the recommendation of ACABQ that technical support services (TSS) expenditures should be incorporated into the APSS budget document, some made the point that because the country support teams were solely concerned with project implementation, they should not be part of the APSS budget. However, information on the cost of UNFPA staff in the country support teams should be made available to the Executive Board at the time of future presentations on the APSS budget.

Response of the Administration

192. Regarding the concerns raised on the income projection underlying the budget proposal, the Executive Director pointed out that, in the past, income had grown at a rate of above 6 per cent. She mentioned that the discussions concerning the contribution from a major donor were encouraging and that the current Administration of that country was very supportive of the work of UNFPA. She also pointed out that there were positive indications of possible contributions from new donors, such as the European Union. Current donors, such as the Republic of Korea and Spain, had already increased their contributions, and the annual estimate of $15 million for multi-bilateral resources was very conservative. The Fund was also contacting some former Arab donors to encourage them to resume their contribution. Further, the Fund was in discussion with the private sector and foundations, such as the Rockefeller Foundation, the MacArthur Foundation, and the Ford Foundation, for UNFPA project funding. Those developments and recent indications for the pledging conference clearly indicated that the Fund's financial projection, which was based on the recently approved work plan, was fundamentally sound. Nevertheless, she acknowledged the expressions of concern and assured the Executive Board members that UNFPA would ensure that the size of the APSS budget would be maintained within reasonable levels, as UNFPA had done successfully in the recent past.

193. Concerning the request for increased audit coverage, the Executive Director stressed that the Fund expected that 56 offices would be audited in 1995, a substantial increase over the six offices audited in 1993. She further emphasized that management and financial oversight were given the highest priority in view of increased decentralization within the Fund.

194. The Deputy Executive Director (Policy and Administration) thanked delegations for their positive comments. In regard to queries about the relatively low level of 1994 APSS expenditures, he pointed out that it had been achieved by the postponement of recruitment decisions; reductions

of consultants; limited use of overtime and temporary service; and reduction in other operational expenses. The Executive Director added that there was in fact zero growth for the headquarters budget for the last two bienniums.

195. The Deputy Executive Director indicated that UNFPA was committed to completing the process of harmonization of budgets as soon as was possible. Concerning the criteria for establishing new offices, he explained that such a decision would depend on the priority status of the country, the degree of commitment from the Government, the local infrastructure to implement the programme, the technical backstopping necessary, and the long-term need for assistance. Responding to the queries on the level of the operational reserve, he noted that the current requirement to maintain the reserve at a level of 20 per cent of regular income had been mandated by the Governing Council.

196. Concerning queries on the UNFPA publications programme, the Deputy Executive Director pointed out that some publications were also distributed in non-United Nations languages. The latest State of World Population report, for example, was translated into some 22 languages. He also clarified that UNFPA was not undertaking any original research but was utilizing the findings of research activities conducted by other entities such as the United Nations Population Division and that the Fund was concentrating its activities in which it had a comparative advantage.

197. Concerning the request from many delegations to present the budget costs in relation to planned expenditures and not in relation to income, as was the current practice, the Director, Division for Finance, Personnel and Administration (DFPA), pointed out that the methodology employed in the budget had been recommended by the External Auditors in their report on the 1992-1993 biennium. She further clarified that the expenditures might be distorted because such a ratio was influenced by funds carried forward or by deficits. For example, in 1993 the share of the APSS expenditures to overall expenditures amounted to 22.6 per cent while the same ratio was only 16.2 per cent in 1994. The high share was a result of underexpenditure in 1993 while the comparatively low share in 1994 was a direct consequence of overexpenditure in 1994.

198. In regard to the concerns raised on the share of the headquarters budget in relation to the total budget, the Director, DFPA, emphasized that historically, the share of headquarters expenditures had been declining over the last several bienniums, from 61.7 per cent in 1988 to 51.8 per cent in 1994. She further pointed out that the operating costs in New York were higher than those of most other duty stations. Consequently, a better gauge for measuring the relative importance given to headquarters vis-à-vis the field would be the respective staffing levels of each. Thus, the ratio of headquarters to field staff in the proposed budget (1 to 3) clearly showed the emphasis on the field. In that connection, she referred to the handout made available to the Board members outlining the staffing trends from 1988 to 1997, clearly showing the relatively decreasing staffing levels at headquarters, from 35.4 per cent to 26.6 per cent during this 10-year period. While UNFPA was very conscious of the need to keep administrative expenditures at a minimum, particularly at headquarters, the Director, DFPA, pointed out that a critical mass of staffing levels was required to maintain the necessary capabilities to implement the UNFPA programme.

199. Concerning the deployment of Country Directors at the D-1 level, the Director, DFPA, stated that such a deployment would be made only in accordance with Executive Board decision 93/28, in which the Board outlined clearly the criteria for D-1-level postings. In response to a request for clarification, she indicated that the cost of upgrading six Country Director posts to the D-1 level was approximately $28,800.

200. The Executive Board adopted the following decision:

95/35. UNFPA: Financial, budgetary and administrative matters

The Executive Board

1. Takes note of the biennial budget estimates for the administrative and programme support services for the biennium 1996-1997 (DP/1995/42), the 1994 annual financial review (DP/1995/41) and the report of the Advisory Committee on Administrative and Budgetary Questions (DP/1995/43), as well as of the comments made thereon by the Executive Board;

2. Notes that the Executive Director's proposals contained in document DP/1995/42 are supportive of the programme priorities and future directions of the United Nations Population Fund in light of the International Conference on Population and Development, as endorsed in decision 95/15, and with the work plan for 1996-1999 as approved in decision 95/16, while stressing the need to continue to ensure that priority is given to meeting the needs of Africa;

3. Takes note of the concerns expressed in paragraphs 4-6 of the report of the Advisory Committee on Administrative and Budgetary Questions with respect to the accuracy of the income projections and, in this connection, requests the Executive Director to keep them under continuous review;

4. Requests the Executive Director to continue to make further efforts to minimize administrative expenditure, particularly at headquarters, and:

(a) To report to the Board at its first regular session 1996 on possible measures to increase the total volume reduction in expenditure at headquarters and Geneva from 1.2 per cent to 2.0 per cent;

(b) To report to the Board on the steps taken to reduce administrative expenditure in the event that projected levels of income are not realized;

5. Stresses in this connection that, before presenting proposals for new posts in future biennia, the United Nations Population Fund should make every effort to adapt to changing circumstances by reallocating existing posts, bearing in mind the importance of priority countries;

6. Requests the Executive Director to ensure that clear information concerning the costs of the United Nations Population Fund staff of the regional country support teams is made available to the Board at the same time as the presentation of future administrative and programme support services budgets;

7. Requests further the Executive Director to report to the Board at its second regular session of 1996 on the effectiveness of its publications programme in accordance with paragraph 31 of the report of the Advisory

Committee on Administrative and Budgetary Questions, taking into account the need for publications to be available in a range of languages;

8. Requests also the Executive Director to conduct an evaluation of training activities of the United Nations Population Fund and to report thereon to the Executive Board, through the Advisory Committee on Administrative and Budgetary Questions, no later than 1997;

9. Approves the appropriations in the amount of $137,346,000 gross to be allocated from the resources indicated below to finance the 1996-1997 biennial budget for administrative and programme support services, subject to the observations contained in paragraphs 3 and 4 above, and agrees that the overhead credits available to the Fund in the estimated amount of $9,000,000 and the miscellaneous income from trust funds for support services in the amount of $1,000,000 shall be used to offset the gross appropriations, resulting in net appropriations of $127,346,000 indicated below:

1996-1997 biennial budget

Programme	Appropriations
Executive direction and management	4,262,000
Administration and information and external relations services	16,287,000
Programme planning, appraisal and monitoring	29,382,400
Field programme support	87,414,600
Total gross appropriations	137,346,000
Less: Estimated credits and income	10,000,000
Total net appropriations	127,346,000

10. Authorizes the Executive Director to transfer credits between the programmes outlined in paragraph 9 above, within reasonable limits, with the concurrence of the Advisory Committee on Administrative and Budgetary Questions for the 1996-1997 biennium;

11. Approves:

(a) The reinstatement of the level of the post of Chief of the Division of Arab States and Europe to the D-2 level;

(b) The reclassification of the post of the Associate Planning Officer in the Planning and Coordination Division from the P-2 to the P-3 level;

(c) The establishment of new country offices in Albania, Romania and Uzbekistan;

(d) The creation of six Country Director posts, one each in Albania, Benin, El Salvador, Romania, South Africa and Uzbekistan;

(e) The establishment of two International Programme Officers at the P-4 level-one in Bolivia and one in Madagascar;

(f) The establishment of 74 new local posts at the country level, including 18 in new offices in Albania, Romania, South Africa and Uzbekistan;

consisting of 17 National Programme Officer posts (9 in Africa, 3 in Arab States and Europe, including 1 in the West Bank and Gaza, 4 in Asia and the Pacific, and 1 in Latin America and the Caribbean), and 57 General Service posts (34 in Africa, 9 in Asia and the Pacific, 6 in Latin America and the Caribbean and 8 in Arab States and Europe) on the understanding that these posts will only be filled to the extent that income of the United Nations Population Fund is able to support them;

(g) The upgrading of six Country Director positions to the D-1 level subject to the following criteria:

(i) All D-1 level posts will be in countries which either have one of the 30 largest country programmes or in countries where exceptional circumstances justify a D-1 level appointment;

(ii) Account will be taken of the number of staff members in the office, the degree of national execution, the complexity of the population programme in specific countries and the need to be consistent with paragraphs 38 and 39 of General Assembly resolution 47/199 of 22 December 1992;

12. Decides that as a matter of policy the number of Country Directors at the D1 level shall not exceed in future, 25 per cent of the total number of Country Directors;

13. Endorses the opening of a country office in South Africa.

15 September 1995

IX. UNFPA: REPORT ON THE IMPLEMENTATION OF UNFPA SUCCESSOR SUPPORT COST ARRANGEMENTS

201. The UNFPA Deputy Executive Director (Programme) introduced the report of the Executive Director on the UNFPA technical support services (TSS) arrangements (DP/1995/40). He noted that the TSS arrangements had replaced agency support costs as well as the system of regional and interregional advisers that had been part of the UNFPA intercountry programme. He summarized the findings of an independent evaluation mission conducted in 1994 to assess the TSS arrangements, as requested by the Governing Council in its decision 91/37. He indicated that the evaluation mission had concluded that the TSS arrangements had considerably improved the delivery of technical cooperation to developing countries in terms of both quality and timeliness.

202. In response to the findings of the evaluation mission, the Deputy Executive Director (Programme) indicated that UNFPA would seek to improve the use of national expertise and to define better the role of TSS specialists at agency headquarters. He further explained that establishing a fourth team in central Africa would isolate some countries from the experiences of more advanced countries in the region; that it was too early to develop satellite

TSS units; that it was not cost-effective to relocate the Country Support Team (CST) in Santiago, Chile, to a site in Central America; that the CST and the Country Director office for the South Pacific had complementary but different responsibilities and could not therefore be merged; and that it was still too early to consider redeploying the coordinator posts at United Nations regional commissions and World Health Organization (WHO) regional offices to the pool of CST advisers. He also indicated that UNFPA did not agree with the ACABQ recommendation to include in the administrative and programme support services budget costs of the UNFPA staff in the CST offices, as the total TSS arrangements were programme-related and had to be flexible enough to change over time, both in terms of identifying the appropriate executing agency and in terms of securing the appropriate technical competence.

203. Numerous delegations welcomed the Executive Director's report on the TSS arrangements and congratulated the Deputy Executive Director (Programme) for his clear introduction of document DP/1995/40. Several delegations noted with satisfaction the successful implementation of the TSS arrangements and considered the arrangements an improvement over the previous system. Many also noted that the TSS system had provided timely and effective technical backstopping services to UNFPA-supported programmes. A number of delegations welcomed UNFPA efforts to reflect in the TSS arrangements the new programme areas endorsed by the Executive Board in its decision 95/15.

204. Many delegations expressed satisfaction with the multidisciplinary nature of the TSS system, which had resulted in a holistic approach to population issues. Several emphasized the importance of the TSS system in further promoting national capacity-building through, inter alia, greater use of national expertise and the provision of technical support at strategic phases of UNFPA-supported country programmes. The Deputy Executive Director (Programme) fully agreed with the comments on national capacity-building. He noted that national expertise was the first layer of technical services to be provided in the context of the TSS system and the Fund had therefore instructed its Country Directors to use national experts, whenever available. Should national expertise not be available, the Country Directors could resort to advisory services provided by the CSTs. He also noted that specific instructions on national capacity-building would be further addressed in a revised set of TSS guidelines.

205. A number of delegations expressed support for the UNFPA proposal not to alter the current configuration of the CSTs to accommodate the concept of satellite units, as that went against the multidisciplinary nature of the arrangements. Several delegations agreed with UNFPA to maintain the three-team configuration in the Africa region and to strengthen the CSTs in the region in order to meet future demands. One representative suggested creating subteams within the existing three CSTs in the Africa region. Another supported the UNFPA proposal to retain the current location for the CST for Latin America and the Caribbean; a third representative asked whether the current locations of the CSTs were the most suitable. The Deputy Executive Director (Programme) was pleased to note the broad-based support among the members of the Executive Board to retain the current configuration of the CSTs. On the issue of subteams within existing teams, he explained that the concept would be detrimental to the multidisciplinary nature of the teams. With regard to the location of the CSTs, he informed the Board that, following the Governing Council's earlier discussion on the issue, it had been decided

that the CSTs should be located close to the regional commissions of the United Nations. He said that after four years of implementation, all parties to the TSS system were fully satisfied with the current locations of the teams.

206. There was broad-based support among the members of the Executive Board for the UNFPA proposal to increase the total number of CST advisers from 122 to 128, as follows: 3 additional advisers in the Africa region; 1 additional adviser in the Arab States and Europe region; 1 adviser less in the Asia and Pacific region; and 3 additional advisers in the Latin America and the Caribbean region. Several delegations asked whether the proposed strengthening in the Africa region was sufficient to meet future demands. One representative noted the particular need for more reproductive-health, operations-research and logistics expertise in Africa. Others requested information on the criteria used to determine the proposed composition of the TSS system. The Deputy Executive Director (Programme) explained that following the review of the findings and recommendations of the evaluation mission by UNFPA and its partner agencies, the Fund requested its field offices to provide information on the future needs and requirements for technical services. Drawing upon field responses, and taking into account available statistics on the workload of the advisers, UNFPA headquarters, CST Directors, and partner agencies discussed and agreed upon the composition of the teams and the posts at TSS agency headquarters. The Deputy Executive Director (Programme) agreed that three additional posts in Africa might not be enough to strengthen the teams there. He indicated that greater reliance on national expertise would be encouraged, and should that prove insufficient, UNFPA country offices might resort to obtaining technical advice from other CSTs, from TSS agency headquarters or from consultants.

207. While one delegation endorsed the UNFPA proposal to maintain the number of TSS specialists posts at agency headquarters, several others, citing the evaluation report that the TSS specialists and coordinators had not functioned to their full capacity, requested more information as to why UNFPA did not propose to redeploy some of those posts to the CSTs. A few delegations asked if there were other modalities that could be used to develop collaboration between UNFPA and partner agencies. The Deputy Executive Director (Programme) explained the need to maintain the posts at agency headquarters, the regional commissions of the United Nations, and the regional offices of WHO in order to assist the agencies in incorporating the ICPD Programme of Action and the population dimension into their respective mandates and in providing technical backstopping to the CSTs. However, he indicated that their functions could be improved and noted that UNFPA would very carefully monitor the performance of the TSS specialists and would report to the Executive Board on the progress of the arrangement after two years.

208. Some delegations emphasized the need for improved communication within the TSS system, in particular between the TSS agency headquarters and the CSTs. One delegation endorsed the UNFPA suggestion that the CST advisers should make greater use of electronic means of communication with the UNFPA field offices in order to allow more time for non-mission tasks. Another delegation stressed the importance of continuing efforts to improve the contacts between UNFPA field offices, CSTs and other donors at the country level. The Deputy Executive Director (Programme) fully supported the comments

raised and informed the delegations that collaboration between the field offices, CSTs and other donors had, in fact, already taken place in certain countries.

209. Some delegations expressed concern as to how UNFPA would ensure that the TSS specialists and CST advisers would provide high-quality services, in particular incorporating the ICPD Programme of Action into their work. The Deputy Executive Director (Programme) indicated that UNFPA, together with the partner agencies, had started a process to assess the performance of TSS incumbents. There would also be training and re-training activities for the TSS specialists and CST advisers in the three new core programme areas in the form of workshops and seminars.

210. A few members of the Executive Board referred to the ACABQ recommendation in document DP/1995/43 to include UNFPA staff in the CST offices in the APSS budget in order to obtain a greater degree of transparency when reporting on programme and administrative costs related to those posts. While expressing the need for greater transparency, delegations generally did not wish to include the above posts in the APSS budget. The Deputy Executive Director (Programme) reiterated the need to maintain flexibility in assigning certain TSS posts that were currently with UNFPA. In that regard, he mentioned that some of the gender, population and development posts might be assigned to UNIFEM in the near future.

211. One delegation asked if paragraph 9 of the report referred only to the English-speaking Caribbean, as indicated in the text. The Deputy Executive Director (Programme) noted that there was an inadvertent omission in the text, which should have specifically mentioned the French- and Spanish-speaking Caribbean countries among the group of Caribbean countries that received technical backstopping from the CST for Latin America and the Caribbean.

212. The Executive Board adopted the following decision:

95/34. UNFPA: Technical support services arrangements

The Executive Board

1. Takes note of the report of the Executive Director as contained in document DP/1995/40;

2. Also takes note of the proposals contained therein and welcomes the plan of the Executive Director to strengthen the technical support services (TSS) arrangements, and in particular the country support teams;

3. Requests the Executive Director to enhance the contribution of the TSS arrangements towards national capacity-building;

4. Also notes with concern the heavy workloads of some staff of the country support teams, and requests the Executive Director to monitor carefully the adequacy of the arrangements proposed, especially in relation to Africa, and consider further the probable need to reassign TSS specialists posts to country support teams;

5. Stresses the need to ensure that the country support teams have staff with the skills and experience to contribute effectively to national efforts to attain those goals of the Programme of Action of the International Conference on Population and Development, for which the United Nations Population Fund has responsibility, especially in relation to reproductive health;

6. Requests the Executive Director to report annually to the Executive Board, starting at the third regular session 1997, on the implementation and monitoring of the technical support services arrangements;

7. Further requests the Executive Director to include in its report to the Executive Board in 1997:

(a) Details of progress made in implementing the technical support services arrangements with regard to the proposed change of coordinator posts to specialists posts at the United Nations and its regional commissions and at World Health Organization regional offices, as contained in paragraph 60 of document DP/1995/40;

(b) An assessment of the appropriateness and effectiveness of the specialists posts, and details of measures taken to strengthen the teamwork between TSS specialists and country support teams and to strengthen the advocacy function of TSS specialists;

8. Authorizes the Executive Director to commit an amount of $107 million over the four-year period 1996-1999 to implement the TSS arrangements.

15 September 1995

X. UNFPA: GLOBAL INITIATIVE ON CONTRACEPTIVE REQUIREMENTS

213. The UNFPA Deputy Executive Director (Technical Services) introduced the report on Global Initiative on Contraceptive Requirements and Logistics Management Needs in Developing Countries in the 1990s (DP/1995/62). He noted that the proposal for continuing the Global Initiative, as called for in decision 95/21, was included in the Fund's proposed intercountry programme for 1996-1996, as contained in document DP/1995/44. He therefore focused on part B of document DP/1995/62, which discussed the modalities and procedures for establishing a global contraceptive commodity facility. Such a facility would enable UNFPA to respond promptly to the contraceptive needs of recipient countries, reducing the lead-time required from the initiation of a request for contraceptives to the time of delivery. This was needed where developing country programmes faced contraceptive shortages. Prompt response in such instances was required to avert critical disruptions to contraceptive supplies. The facility would ensure that the contraceptive products supplied

were of the lowest possible cost and of the appropriate quality. The Deputy Executive Director suggested that the Executive Board authorize the establishment of a revolving fund with an initial allocation of $5 million and the appointment of two additional project staff to administer and manage the facility.

214. A number of delegations supported the proposal. One noted that the proposal complied with the Programme of Action of the ICPD and addressed vital issues of building national capacity in meeting contraceptive requirements and logistics management needs for developing countries. Another emphasized that the local production, procurement and distribution of contraceptive supplies were central to the concept of national execution. A third recommended charging reasonable fees for use of the revolving fund as a way of ensuring the sustainability of the facility. Two others emphasized the importance of closely coordinating the activities of the Global Initiative and the work of the global facility.

215. Several delegations sought clarification on specific issues. Two were concerned that UNFPA management of the facility might divert the Fund's focus away from reproductive health; one delegation reminded UNFPA, in that regard, that the focus of the Fund's activities, in light of the outcome of the Cairo Conference, should not be limited exclusively to family planning but should strike a balance between reproductive health services, education and counselling; two others asked why the facility was to be managed by UNFPA and not by UNICEF or the Inter-Agency Procurement Services Office (IAPSO) or some other United Nations agencies with experience in procurement and distribution of commodities and equipment. They therefore sought further information as to the comparative advantage of UNFPA in that area. One felt that the staff required to manage the facility should come from within existing staffing levels; another thought it might be overly optimistic to think that two staff members could operate adequately such a facility; two others asked how the facility would enhance national capacity- building.

216. The Deputy Executive Director (Technical Services) informed the delegations that UNFPA was the world's largest purchaser of contraceptive products, procuring some $80 million worth of contraceptives in 1994. He noted that no other United Nations agency (except WHO on a small scale) was involved in purchasing contraceptives. UNFPA had procured contraceptives for the World Bank, UNDP and many bilateral agencies. This worked well because the Fund could take advantage of economies of scale, securing the lowest per-unit prices for contraceptive commodities and ensuring the required quality, as specified by WHO. The Fund also worked closely with IAPSO and UNICEF on commodity and equipment procurement but those agencies were not undertaking the purchase of contraceptives. The Deputy Executive Director emphasized in that connection that all contraceptive commodities were supplied at the request of Governments. He stressed that UNFPA was fully conscious of the need to build up national capacity to produce, procure and distribute contraceptives. That was in fact the comparative advantage of UNFPA - the ability to bring together the supply, logistics management and, where appropriate, production of contraceptives. The Fund also assisted countries by providing information and training in contraceptive procurement and logistics management. He noted that UNFPA did not intend to build a warehouse facility but would rather arrange with manufacturers for the storage of commodities at their facilities. He assured the Executive Board that UNFPA would not neglect its other activities for the sake of supplying

contraceptives through the global facility although there was an urgent need for such a facility. He pointed out that the two staff members assigned to the facility would complement the staff of the UNFPA Procurement Unit and of the Global Initiative on Contraceptive Requirements and Logistics Management Needs, thereby drawing on the built-in capability already developed at UNFPA.

217. Following the adoption of decision 95/36, one delegation expressed its disappointment that the Executive Board had not been able to reach a decision to establish the global facility even though there seemed to be strong support for such a proposal among a large number of delegations. Another representative stressed in that connection that while his delegation agreed in principle to the establishment of a global contraceptive commodity programme, it wanted the benefit of a comprehensive report on the proposed global programme, in particular regarding the comparative advantage of UNFPA vis-à-vis other procurement mechanisms within the United Nations system before it made its final decision on the matter.

218. The Executive Board adopted the following decision:

95/36. UNFPA: Global contraceptive commodity programme

The Executive Board

1. Recalls paragraph 7.25 of the ICPD Programme of Action and the decision of the Executive Board 95/21 requesting a proposal for the continuation of the Global Initiative on Contraceptive Requirements and Logistics Management Needs;

2. Takes note of the report contained in document DP/1995/62, entitled "Global Initiative on Contraceptive Requirements and Logistics Management Needs in Developing Countries in the 1990s", as well as the comments of the delegations;

3. Emphasizes that contraceptive commodity procurement and logistics activities in the United Nations Population Fund should be undertaken as an integral component of the overall work of the Fund in strengthening reproductive health programmes, including family planning and sexual health, and that these activities should be monitored carefully to ensure that they adhere to technical standards of safety and quality;

4. Further notes that a strengthened role for the United Nations Population Fund in contraceptive commodity procurement and logistics in the short and medium-term should support the objective of building national self-reliance in the longer term, including financial and technical capacity for local production where feasible, and urges the Executive Director to take additional steps towards this objective in the context of United Nations Population Fund country programmes;

5. Agrees in principle, subject to paragraph 6, to the establishment of a global contraceptive commodity programme to be managed by the United Nations Population Fund, whose objectives would be to anticipate demands and facilitate a prompt response in order to avert critical disruptions to contraceptive supplies; to achieve economies of scale and lower costs to recipient countries for contraceptive supplies; to ensure the quality of contraceptives provided by the United Nations Population Fund; and to build

national capacity to manage and finance contraceptive procurement and logistics on a self-reliant basis, so that this programme would no longer be needed;

6. Requests the Executive Director to submit to the Executive Board at its first regular session 1996 a comprehensive report on the envisaged global contraceptive commodity programme, including the objectives and scope, administrative and financial aspects, and the efforts made by the United Nations Population Fund to promote national capacity-building, drawing on the experience of other United Nations agencies, in particular, the United Nations Childrens Fund, the World Health Organization, and the Inter-Agency Procurement Service Office, in order to take a final decision on the matter.

15 September 1995

XI. UNFPA: INTERCOUNTRY AND COUNTRY PROGRAMMES

A. Intercountry programme, 1996-1999

219. The UNFPA Deputy Executive Director (Technical Services) introduced the review of the UNFPA intercountry programme, 1992-1995 (DP/1995/44/Add.1) and the proposed UNFPA intercountry programme, 1996-1999 (DP/1995/44). He highlighted some of the main accomplishments of the 1992-1995 programme, noting that it was not possible to refer to all of the worthwhile activities that had been undertaken in that period. He also acknowledged the need to place more emphasis on the monitoring and evaluation of intercountry programme activities.

220. In presenting the proposed programme for 1996-1999, he called attention to some of the important activities that made up the intercountry programme. These included, among others, the WHO Special Programme of Research, Development and Research Training in Human Reproduction (WHO/HRP); the Global Training Programme in Population and Sustainable Development; support for South-South cooperation through the Secretariat of Partners for Population and Development and its activities; and support for major reproductive health training programmes through institutions in four developing countries. The Deputy Executive Director also mentioned that the Global Initiative on Contraceptive Requirements and Logistics Management Needs in Developing Countries in the 1990s was an important component of the proposed programme and that it would continue its operations in the next four years with a secretariat composed of two Professionals and one support staff.

221. Several delegations took the floor during the discussion. One asked why the resources proposed for the Latin America and Caribbean region represented only a slight increase over those allocated in the 1992-1995 cycle. Another focused on the expected impact of intercountry activities at the country level, which he assumed would be clearly linked when UNFPA drew up

more detailed plans for the programme components and would be assessed by monitoring and evaluation mechanisms. The lessons learned from such monitoring and evaluation work could then be used as a basis for reporting on completed intercountry activities in the future. His delegation was not entirely clear as to the criteria used by UNFPA in deciding in which of the three core programme areas information, education and communications (IEC) and advocacy activities should be included. He also asked if UNFPA had undertaken any initiatives for collaboration with the for-profit sector. He said the report on the proposed programme, as presented, placed too much emphasis on execution by United Nations agencies. He therefore requested the Executive Director to ensure that the intercountry programme had as one of its objectives the promotion of the greater use of private-sector groups in providing access to reproductive health care.

222. A third delegation noted that the proposed programme was in line with the ICPD Programme of Action and the UNFPA programme priorities endorsed by the Executive Board at its annual session 1995. However, his delegation would have liked a more analytical report with clear objectives and goals, especially concerning reproductive health, including family planning and sexual health, and with ideas on how to integrate family planning into maternity and primary health care where such structures and institutions did not exist. He also emphasized the need to discuss the kinds of data required before deciding on the use of specific satellite and electronic technologies, and the need to include research on "demand for children" in the context of paragraph 63 of the report, in which research on the demand for family planning services was discussed.

223. In response, the UNFPA Deputy Executive Director (Technical Services) explained that the resources allocated to the Latin America and Caribbean regional programme should be seen within the larger context of the intercountry programme. For example, there were activities under the interregional programme that directly benefited the Latin America and Caribbean region, such as the support given to an institution in Mexico, totalling some $2 million, for South-South training activities in reproductive health for countries of the region. He acknowledged that the IEC and advocacy activities in the proposed programme might not have been as clearly delineated among the core programme areas as they could have been, but he assured delegations that such activities would be more clearly defined during the implementation of the programme.

224. Regarding the issue of assessing the impact of the interregional programme, UNFPA had started implementing a system of technical follow-up of interregional projects undertaken by its technical staff. The focus of such follow-up was on the impact of activities at both the global and the country levels; its primary aim was to build upon whatever capacity was available, especially at the country level. He said that UNFPA would take into account the suggestions made concerning research when the Fund established a detailed research agenda for the coming cycle. He noted in that regard that UNFPA would bring research findings to the attention of the Executive Board on a yearly basis. On the issue of the for-profit sector, he said that UNFPA had had only limited experience in working with that sector; however, a study on the matter was now under way. UNFPA would consult with agencies that had experience in the area and develop guidelines as appropriate. Concerning the objectives and goals of reproductive health care, he said that appropriate guidelines were being developed in that area in collaboration with WHO.

225. Following the discussion, the Executive Board approved the UNFPA intercountry programme in the amount of $175 million, to be distributed as follows: $102 million for the interregional programme; $28 million for the regional programme for sub-Saharan Africa; $12 million for the Arab States and Europe; $19 million for Asia and the Pacific; and $14 million for Latin America and the Caribbean.

B. Assistance to the Government of Costa Rica

226. Following the introduction of the proposed programme by the Chief of the Latin America and Caribbean Division of UNFPA, the Executive Board approved the country programme for Costa Rica as contained in document DP/FPA/CP/149. The representative of Costa Rica thanked UNFPA for its assistance to the Government of Costa Rica.

C. UNFPA country programme extensions

227. The UNFPA Deputy Executive Director (Programme) informed the Executive Board of requests for extensions of UNFPA country programmes, which UNFPA would submit to the Board at its first regular session 1996. He said that the Fund had originally planned to submit the requests to the Board at its third regular session 1995 but had decided to submit them to the January 1996 session instead owing to the extremely tight schedule of work of the third regular session. He noted the following proposed programme extensions, many of which were being done in order to synchronize the country programme cycles of the partner agencies of the Joint Consultative Group on Policy (JCGP): Africa: Uganda, for an additional amount of $6.2 million under its present programme cycle; Burkina Faso, for an additional amount of $3.1 million under its present country programme cycle; and Mali, for an additional year and an additional amount of $2.5 million; Latin America and the Caribbean: Bolivia, for an additional year and an additional amount of $2 million; Cuba, for an additional year and an additional amount of $1.5 million; and the Caribbean subregional programme, Dominican Republic, Ecuador, El Salvador, Haiti and Panama, each for an additional year but with minimal or no additional funding; Asia and the Pacific: Bangladesh, the Democratic People's Republic of Korea and India, each for an additional year but without any additional funding; and Arab States and European region: Albania and Algeria, each for an additional year without any additional funding.

228. The Executive Board took note of the Deputy Executive Director's oral report.

XII. UNDP/UNFPA: FIELD VISITS, 1995

Report on field visit to Colombia and Nicaragua (DP/1995/CRP.10)

229. The representative of the United Kingdom explained that an oral report on the Executive Board field visit to Colombia and Nicaragua, undertaken from 20-31 March 1995, had been presented at the second regular session 1995. The summary was reflected in the report on that session. He noted, however, that one of the most interesting facets of the report on the field visit had been with reference to cost-sharing, which had been a subject of discussion both at the present session and at the annual session 1995. In the case of the countries visited by the team, cost-sharing had brought benefits to both UNDP and the programme countries.

Report on field visit to Turkey (DP/1995/CRP.11)

230. The representative of the Republic of Korea introduced the report of the field visit to Turkey, which took place from 15-23 May 1995. It was the first field visit to follow the new Executive Board guidelines for field visits, in which one country was visited in eight working days. He expressed appreciation to the Government of Turkey for its hospitality. The team reviewed the implementation of the programme approach and the country strategy note process. It was also noted that Turkey had been one of the first countries to present joint UNDP and UNFPA programmes to the Executive Board.

231. Aspects of the report relating to coordination at the country level, use of national execution and technical cooperation among developing countries were highlighted. Four recommendations were presented by the team in its report: (a) the UNDP role in coordination should be strengthened; (b) delegation of authority should be implemented provided that clear policy guidelines and unified criteria were received from headquarters; (c) the Government of Turkey should be supported in its efforts to allow for increased use of Turkey's technical cooperation capabilities with other developing countries; and (d) the respective country area officer from the Regional Bureau and UNFPA Geographical Division should participate in the Executive Board field visit.

232. One delegation expressed appreciation for the effort to decrease regional disparities through the Turkish International Cooperation Agency (TICA). Participation of his country's representative on the field visit had enabled increased knowledge about UNDP best practices. Another delegation hoped that the Executive Board would continue to pay attention to the region and encourage future field visits to the area.

233. The representative of Turkey expressed the gratitude of his Government to the Executive Board and to those team members who had visited Turkey. He reiterated the commitment of his Government to close cooperation with UNDP.

Report on field visit to Niger and Ghana (DP/1995/[illegible]/12)

234. The representative of Trinidad and Tobago introduced the report on the field visit to Niger and Ghana, which took place from 29 July to 12 August 1995. Specific aspects pertaining to the UNDP and UNFPA programmes in each country were highlighted. He summarized the overall recommendations of the mission as follows: (a) there was a need for further elaboration and improvement of the national technical cooperation assessment and programmes (NATCAP) mechanism in order to achieve a complete overview of foreign aid and government counterpart obligations; (b) the authority of representation of UNFPA at the country level should be moved from the Resident Representative to the Country Director, who should serve as the UNFPA Representative, in accordance with Executive Board decision 95/20; (c) all United Nations entities should be involved from the outset in the preparation of country strategy notes; and (d) the role of the resident coordinator should be strengthened, hand-in-hand with the further decentralization of authority to the field level.

235. The mission expressed its appreciation to the Governments of Niger and Ghana and to the UNDP and UNFPA representatives at the country and headquarters levels, including those affiliated with the United Nations Office to Combat Desertification and Drought and the United Nations Capital Development Fund.

236. One speaker asked for a French translation of the report of the visit to Niger. He stated that the field visit to Niger had demonstrated the dedication of UNDP to least developed countries. He noted that cooperation between UNDP and the Bretton Woods institutions could be further improved.

237. The representative of Niger thanked the Executive Board for arranging the visit. The report demonstrated that assistance from UNDP and UNFPA to Niger was of crucial importance. However, the overall downsizing of UNDP resources was of great concern.

238. It was confirmed by the secretariat that the report of the mission would be translated into French.

239. The Executive Board took note of the reports of the field visits undertaken in 1995.

XIII. UNDP/UNFPA: JOINT AND CO-SPONSORED UNITED NATIONS PROGRAMME ON HIV/AIDS

240. The Executive Board decided to postpone item 13 of the joint UNDP/UNFPA segment on the Joint and Co-Sponsored United Nations Programme on HIV/AIDS and to consider it at its first regular session 1996 on the basis of a written report by the Secretariat.

XIV. OTHER MATTERS

A. Impact and coordination efforts following the series of hurricanes affecting the Caribbean

241. One delegation, on behalf of the Latin America and Caribbean group, introduced a draft decision relating to the recent series of hurricanes that had affected the Caribbean region. One delegation expressed support for the draft decision. Another delegation, supported by others, requested that the Executive Board be cautious in taking decisions on ad hoc situations.

242. The representative of Trinidad and Tobago expressed thanks to the Executive Board for approving the decision and to those Governments who had contributed to the relief effort through bilateral channels. He looked forward to the continued cooperation with UNDP in the areas mentioned in the decision.

243. The Executive Board adopted the following decision:

95/33 Impact and coordination efforts following the series of hurricanes affecting the Caribbean

The Executive Board

1. Distressed by the destruction caused by hurricanes in the Caribbean region during the present hurricane season;

2. Conveys its sympathy and condolences to the Government and people of the affected countries for the loss of life and severe damage and expresses the hope for a speedy and successful reconstruction;

3. Acknowledges the fragile ecosystems of small island countries and their particular vulnerability to natural disasters, and underscores the need to continue United Nations Development Programme support to disaster response, management and early warning systems;

4. Acknowledges the coordinating role being played by the resident representatives in the region;

5. Requests the Administrator to continue to support the effective coordination of response measures and contribute to the mobilization of resources for the response effort as far as possible, bearing in mind the special situation of countries in the Caribbean.

15 September 1995

B. United Nations system regular and extrabudgetary technical cooperation expenditures

244. The Director of the Science, Technology and Private Sector Division of the Bureau for Policy and Programme Support introduced the report on United Nations system regular and extrabudgetary technical cooperation expenditures

(DP/1995/56). He explained that, in general, the defining feature of both expenditures and contributions was one of contraction. At a general level, during 1994, all major expenditures categories had decreased in nominal terms, and it was the first time in many years that all major expenditure categories had decreased simultaneously. Extrabudgetary contributions to agencies had also declined. He also summarized specific expenditure statistics that were described in the report.

245. The Executive Board took note of the report on United Nations system regular and extrabudgetary technical cooperation expenditures (DP/1995/56).

C. UNDP assistance to Myanmar

246. One delegation raised the issue of UNDP assistance to Myanmar, stating that the manner in which it had been addressed might have had a negative impact on the reputation of the Organization. The representative recounted the history of the issue, referring to the adoption of Governing Council decisions 92/96 and 93/21 on assistance to Myanmar. He also cited the Administrator's statement to the Executive Board at its annual session 1994 to the effect that he would be submitting future programming, including options on assistance to Myanmar, which would be left to the decision of the Executive Board for future action.

247. The representative further stated that his Government fully shared the view of the Administrator that the disposition of an issue as important as whether to continue the suspension of new assistance to a Member State should be left to the Executive Board, as it would enhance organizational transparency. His delegation formally requested that proposals for future programming for Myanmar be submitted to the Board at its first regular session 1996. His Government had been pleased with recent developments in Myanmar, and in response had adopted a new policy on bilateral assistance to Myanmar. Aid was extended on a case-by-case basis for such projects as those on which work had been suspended and those aimed at meeting basic human needs. The Administrator was asked to take note of the aid policy of his Government, which gave due consideration to positive changes in Myanmar. He also stressed the importance of transparency in the management of all issues before UNDP.

248. The representative of Myanmar expressed his thanks for the previous statement. Although UNDP assistance to his country had been dwindling, it was still much appreciated. Another delegation, supported by five others, reiterated the request to UNDP to submit plans for future programming as early as possible and to maintain the principles of neutrality and transparency.

249. In response, the President indicated that the points raised would be reflected in the minutes of the Board's session, and reported that the UNDP secretariat expected to bring the future of project fund in Myanmar to the Executive Board at its first regular session 1996.

D. Conclusion of the session

250. The Executive Board concluded its work by adopting the following decision:

95/37. Overview of decisions adopted by the Executive Board at its third regular session, 1995

The Executive Board

Recalls that during its third regular session 1995 it:

ITEM 1: ORGANIZATIONAL MATTERS

Approved the agenda and work plan for its third regular session 1995 with oral amendments (DP/1995/L.4);

Approved the report of the annual session 1995 (DP/1995/39);

Approved the following schedule of future sessions of the Executive Board subject to the approval of the Committee on Conferences:

First regular session 1996:	15-19 January 1996
Second regular session 1996:	25-29 March 1996
Annual session 1996:	6-17 or 13-24 May 1996*
Third regular session 1996:	9-13 September 1996

* Depending on whether the annual session is held in Geneva (6-17 May) or New York (13-24 May)

Agreed to the subjects to be discussed at the 1996 sessions as listed in the annex;

ITEM 2: UNDP: MATTERS RELATING TO THE PROGRAMMING CYCLE

Adopted decision 95/26 of 14 September 1995 on matters relating to the fifth programming cycle: calculation of independence bonus;

ITEM 3: UNDP: COUNTRY PROGRAMMES AND RELATED MATTERS

Endorsed the reorientation of the fifth country programme for Rwanda (DP/1995/57);

Endorsed the reorientation of the fifth country programme for Burundi (DP/1995/58);

Approved the first country programme for Azerbaijan (DP/CP/AZE/1);

Approved the first country programme for the Russian Federation (DP/CP/RUS/1);

Approved the fifth country programme for Haiti (DP/CP/HAI/5);

Took note of the report of the Administrator on Haiti's development needs and activities (DP/1995/48) and authorized the Administrator to release the remaining 50 per cent of the restored indicative planning figure for programming;

UNDP mid-term reviews

Adopted decision 95/25 of 13 September on intercountry programmes;

Took note of the overview report on mid-term reviews (DP/1995/47);

Took note of the mid-term review of the fifth cycle programme for global and interregional programmes (DP/1995/47/Add.1);

Took note of the mid-term review of the fourth regional programme for Africa (DP/1995/47/Add.2);

Took note of the mid-term review of the fifth regional programme for Asia and the Pacific (DP/1995/47/Add.3);

Took note of the note by the Administrator on the third regional programme for the Arab States (DP/1995/47/Add.4);

Took note of the mid-term review of the fourth regional programme for Latin-America and the Caribbean (DP/1995/47/Add.5);

Took note of the note by the Administrator on the third regional programme for Europe and the Commonwealth of Independent States (DP/1995/47/Add.6);

ITEM 4: UNDP: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Adopted decision 95/29 of 15 September 1995 on UNDP: Annual review of the financial situation 1994;

Adopted decision 95/30 of 15 September 1995 on harmonization of budget presentations;

Adopted decision 95/28 of 15 September 1995 on UNDP: Revised budget estimates for the 1994-1995 biennium and budget estimates for the 1996-1997 biennium;

Adopted decision 95/27 of 14 September 1995 on procurement from developing countries;

Took note of the report of the Advisory Committee for Administrative and Budgetary Questions on the revised budget estimates for the 1994-1995 biennium and budget estimates for the 1996-1997 biennium (DP/1995/52);

Took note of UNDP audit reports: Summary of significant observations of the external auditors of the executing agencies on their 1993 accounts relating to funds allocated to them by UNDP and audited accounts of the executing agencies as at 31 December 1993 (DP/1995/53 and Add.1);

ITEM 5: UNDP: AGENCY SUPPORT COSTS

Decided to postpone consideration of agenda item 5: UNDP: Agency support costs (DP/1995/49) to the first regular session 1996 of the Executive Board;

ITEM 6: UNOPS: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Adopted decision 95/31 of 15 September 1995 on United Nations Office for Project Services revised budget estimates for the biennium 1994-1995 and budget estimates for the biennium 1996-1997;

Took note of the report of the Advisory Committee for Administrative and Budgetary Questions on budget estimates for the 1994-1995 biennium (DP/1995/45);

ITEM 7: UNITED NATIONS DEVELOPMENT FUND FOR WOMEN

Adopted decision 95/32 of 15 September 1995 on matters relating to the accountability and responsibility and external evaluation of the United Nations Development Fund for Women;

ITEM 8: UNFPA: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Took note of the annual financial review, 1994 (DP/1995/41);

Adopted decision 95/35 of 15 September 1995 on financial, budgetary and administrative matters;

ITEM 9: UNFPA: REPORT ON THE IMPLEMENTATION OF UNFPA SUCCESSOR SUPPORT COST ARRANGEMENTS

Adopted decision 95/34 of 15 September 1995 on UNFPA: Technical support services arrangements;

ITEM 10: UNFPA: GLOBAL INITIATIVE ON CONTRACEPTIVE REQUIREMENTS

Adopted decision 95/36 of 15 September 1995 on UNFPA: Global contraceptive commodity programme;

ITEM 11: INTERCOUNTRY AND COUNTRY PROGRAMMES

Approved the UNFPA intercountry programme for 1996-1999 (DP/1995/44), including the resource distribution as proposed in paragraph 118 of the document, and took note of the report of the Executive Director on the review of the UNFPA intercountry programme 1992-1995 (DP/1995/44/Add.1);

Approved the UNFPA country programme for Costa Rica (DP/FPA/CP/149);

Took note of the report of the Deputy Executive Director on the extension of UNFPA country programmes;

ITEM 12: UNDP/UNFPA: FIELD VISITS 1995

Took note of the reports of the field visits undertaken in 1995:

Report on field visit to Colombia and Nicaragua (DP/1995/CRP.10);

Report on field visit to Turkey (DP/1995/CRP.11);

Report on field visit to Niger and Ghana (DP/1995/CRP.12);

ITEM 13: JOINT AND CO-SPONSORED UNITED NATIONS PROGRAMME ON HIV/AIDS

Decided to postpone consideration of agenda item 13: Joint and Co-sponsored United Nations Programme on HIV/AIDS, and requested that a written report on the progress made in the establishment of the Joint and Co-sponsored United Nations programmes on HIV/AIDS (UNAIDS) and the role of UNDP in the United Nations systems response to the HIV/AIDS epidemic, be presented for consideration at the first regular session 1996 of the Executive Board;

ITEM 14: OTHER MATTERS

Adopted decision 95/33 of 15 September 1995 on impact and coordination efforts following the series of hurricanes affecting the Caribbean;

Took note of the report the Administrator on United Nations system regular and extrabudgetary technical cooperation expenditures (DP/1995/56, Add.1 and Add.1/Corr.1);

15 September 1995

Annex

ALLOCATION OF SUBJECTS FOR FUTURE SESSIONS

The following subjects are scheduled to be considered at future sessions:

First regular session (15-19 January 1996)

Item 1. Organizational matters (including election of Bureau and rules of procedure)

UNDP segment

Item 2 Initiatives for change: follow-up to decision 95/22

Item 3. Matters relating to the programming cycles

Item 4. Country programmes and related matters

Item 5. Report on the activities of the Inter-Agency Procurement Services Office

Item 6. United Nations technical cooperation activities

Item 7. United Nations Development Fund for Women

Item 8. Agency support costs

UNDP/UNFPA joint segment

Item 9. Follow-up to and preparations for the Economic and Social Council

Item 10. UNDP/UNFPA Joint and Co-sponsored Programme on HIV/AIDS

UNFPA segment

Item 11. Strategy for allocation of UNFPA resources

Item 12. Future role of the UNFPA in assessing and meeting contraceptive requirements and logistics management needs

Item 13. Global contraceptive commodity programme

Item 14. Possible membership of the UNDP/UNFPA Executive Board in the UNICEF/WHO Joint Committee on Health Policy

Item 15. Country programmes and related matters

Item 16. Financial, budgetary and administrative matters: Follow-up to Executive Board decision 95/35

Item 17. Other matters

- Organizational matters

UNFPA segment

- Country programmes and related matters

- Financial, budgetary and administrative matter: Follow-up to Executive Board decision 95/35

UNFPA/UNDP segment

- Harmonization of presentation of budget and accounts

UNDP segment

- Country programmes and related matters

- Financial, budgetary and administrative matters: Follow-up to Executive Board decision 95/28

- Evaluation

- United Nations Volunteers

- United Nations Development Fund for Women: Follow-up to Executive Board decisions 95/18 and 95/32

- Assistance to the Palestinian people

- UNOPS: Follow-up to Executive Board decision 95/31

- Organizational matters

UNDP segment

- Annual report of the Administrator and related matters
- Initiatives for change: Follow-up to decision 95/22
- Matters relating to the programming cycles:
  - Implementation of the new programming arrangements: interim report
- United Nations Development Fund for Women
- United Nations Office for Project Services

UNDP/UNFPA segment

- Reports to the Economic and Social Council
- Harmonization of presentation of budget and accounts

UNFPA segment

- Report of the Executive Director and programme-level activities
- Country programmes and related matters

- Organizational matters

UNFPA segment

- Financial, budgetary and administrative matters
- Technical support services arrangements
- Country programmes and related matters

UNFPA/UNDP segment

- Harmonization of presentation of budgets and accounts
- Reports on field visits

UNDP segment

- Matters relating to programming cycles: Follow-up to Executive Board decisions 95/23 and 95/26
- Country programmes and related matters
- Agency support costs
- Financial, budgetary and administrative matters
- United Nations Development Fund for Women
- Report on the activities of the Inter-Agency Procurement Services Office

Annex I

DECISIONS ADOPTED BY THE EXECUTIVE BOARD DURING 1995

95/1. United Nations Office for Project Services

The Executive Board

1. Takes note of the report of the Administrator and the Executive Director on Financial Regulations governing the operations of the United Nations Office for Project Services (DP/1995/7) and approves such regulations as contained in document DP/1995/7/Add.1 as an annex to the United Nations Development Programme Financial Rules and Regulations;

2. Takes note of the report of the Adminstrator and the Executive Director on the scope and objectives for the United Nations Office for Project Services and the role and functions of the Management Coordination Committee and the Users Advisory Group vis-à-vis the Executive Board (DP/1995/6) and, in this context, recalls that the United Nations Office for Project Services will not become a new agency;

3. Endorses the recommendation that the Management Coordination Committee will provide operational guidance and management direction to the United Nations Office for Project Services to ensure implementation of decisions of the Executive Board, and that the functions of the Management Coordination Committee shall include supervision of the Financial Rules and of the annual programme and budget of the United Nations Office for Project Services, bearing in mind the role and responsibilities of the Board in this matter;

4. Endorses further the role of the Users Advisory Group as defined in documents DP/1994/62/Add.1 and DP/1995/6;

5. Notes that both the Management Coordination Committee and the United Nations Office for Project Services will give due consideration to recommendations emanating from the United Nations Office for Project Services Users Advisory Group;

6. Notes further that the Executive Director of the United Nations Office for Project Services will report to the Secretary-General and the Executive Board through the Management Coordination Committee;

7. Decides that the United Nations Office for Project Services operational reserve shall be initially established at a level equal to 20 per cent of the annual administrative budget of the United Nations Office for Project Services, rounded to the nearest hundred thousand dollars;

8. Requests the Management Coordination Committee and the Executive Director of the United Nations Office for Project Services to keep the Financial Regulations and Rules under review, taking into account the experience of their operation and the observations of the Advisory Committee on Administrative and Budgetary Questions contained in document DP/1995/13 and requests the Executive Director of the United Nations Office for Project Services to report to the Executive Board on the outcome of this review at its annual session 1995.

10 January 1995

95/2. Relocation of the United Nations Volunteers to Bonn

The Executive Board

1. Endorses the proposal of the Secretary-General to accept the offer of the Government of Germany to relocate the headquarters of the United Nations Volunteers to Bonn from mid-1996 onwards;

2. Authorizes the Administrator, following the acceptance in principle by the Secretary-General, to continue discussions on the terms and provisions of the offer in order to resolve the outstanding issues and finalize the arrangements that will enable the transfer of the headquarters of the United Nations Volunteers to Bonn in July 1996.

10 January 1995

95/3. Audit reports of the United Nations Development Programme

The Executive Board

1. Takes note of the report of the Administrator (DP/1995/10 and Add.1) and of the comments made thereon by delegations;

2. Expresses its appreciation for the valuable contributions and recommendations made by the Board of Auditors in assisting the United Nations Development Programme to improve its operations;

3 Notes with satisfaction that considerable progress has been made in implementing the recommendations of previous reports of the Board of Auditors;

4. Further notes that the Administrator has taken or is taking action to address all recommendations made by the Board of Auditors;

5. Notes with appreciation the Administrator's initiatives to establish an effective and efficient accountability mechanism in response to General Assembly resolutions 47/211 and 48/218;

6. Takes note of the three-year plan on the utilization of the Reserve for Field Accommodation;

7. Requests the Administrator to submit on an annual basis a report on the status of the Reserve for Field Accommodation as part of the annual review of the financial situation.

11 January 1995

95/4. Haiti's development needs and activities

The Executive Board

1. Decides to restore, on an exceptional and one-time basis, the fifth cycle indicative planning figure for Haiti to the level established under decision 90/34, an increase of $11,303,000;

2. Decides further to release fifty per cent of this funding immediately and to release the remainder following further discussion of the issue at its third regular session 1995 on the basis of a progress report by the Administrator on the use of all available resources of the United Nations Development Programme;

3. Requests the Administrator, in the context of the work on the successor arrangements to the fifth programming cycle, to make proposals on how to enhance the capacity of UNDP to respond financially to exceptional and emergency situations.

13 January 1995

95/5. Functioning of the Executive Board secretariat of the United Nations Development Programme and of the United Nations Population Fund

The Executive Board

1. Decides that the United Nations Population Fund segment of the Executive Board shall normally take place at the beginning or end of regular and annual sessions, bearing in mind the need for a more coordinated approach to the discussion of country programme;

2. Decides further that all Executive Board documentation should clearly indicate whether it relates to the United Nations Development Programme or to the United Nations Population Fund segments;

3. Requests the Administrator of the United Nations Development Programme and the Executive Director of the United Nations Population Fund to enhance further the collaboration between their organizations in the secretariat of the Executive Board and to consider appointing a staff member of the United Nations Population Fund to the Executive Board secretariat at an appropriate level;

4. Requests further the Administrator of the United Nations Development Programme and the Executive Director of the United Nations Population Fund to consider ways of strengthening their cooperation in matters relating to the functioning of the Executive Board.

13 January 1995

95/6. United Nations Sudano-Sahelian Office

The Executive Board

1. Takes note of the report of the Administrator (DP/1994/58) and recalls its decision 93/33 of 18 June 1993;

2. Supports the Administrator's initiatives to:

(a) Promote measures taken by the United Nations Development Programme in support of the implementation of the International Convention to Combat Desertification in Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa, and its regional annexes, especially the reorganization of the United Nations Sudano-Sahelian Office and its activities in light of the Convention;

(b) Ensure that the United Nations Sudano-Sahelian Office will support actively the Convention and its regional annexes and that the Resident Representatives in member countries of regional and subregional organizations, particularly in Africa, and other affected countries will participate actively in the implementation of General Assembly resolution 49/234, requiring urgent action for Africa;

3. Encourages the Administrator, in the light of the International Convention to Combat Desertification in Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa, to take the steps necessary to change the name of the United Nations Sudano-Sahelian Office while keeping its acronym;

4. Invites donor countries, organizations and other interested parties to support the activities of the United Nations Sudano-Sahelian Office.

13 January 1995

95/7. Overview of decisions adopted by the Executive Board at its first regular session 1995

The Executive Board

Recalls that during the first regular session 1995 it:

ITEM 1: ORGANIZATIONAL MATTERS

Elected the following Bureau for 1995:

President	H.E. Mr. Zbigniew Maria WLOSOWICZ (Poland)
Vice-President	H.E. Mr. Ahmed SNOUSSI (Morocco)
Vice-President	Mr. R. Carlos SERSALE di CERISANO (Argentina)
Vice-President	Mr. Hong Jae IM (Republic of Korea)
Vice-President	Ms. Anne-Birgitte ALBRECTSEN (Denmark)

Approved the agenda and work plan for its first regular session 1995 (DP/1995/L.1);

Approved the report of the third regular session 1994 (DP/1995/2);

Adopted decision 95/5 of 13 January 1995 on the functioning of the Executive Board secretariat;

Agreed to the following schedule of future sessions of the Executive Board in New York subject to the approval of the Committee on Conferences:

Second regular session 1995: 3-7 April 1995
Annual session 1995: 5-16 June 1995
Third regular session 1995: 28 August-1 September 1995

Agreed to the subjects to be discussed at these sessions as listed in the annex;

ITEM 2: MATTERS RELATING TO THE PROGRAMMING CYCLES

Took note of the report of the Administrator on framework for the next programming period (DP/1995/3);

Adopted decision 95/4 of 13 January 1995 entitled "Haiti's development needs and activities";

ITEM 3: COUNTRY PROGRAMMES AND RELATED MATTERS

Approved the first country programme for the Czech Republic (DP/CP/CEH/1 and Corr.1);

Took note of the draft revised terms of reference for UNDP/UNFPA Executive Board field visits contained in document DP/1995/5 and the comments made thereon.

ITEM 4 UNITED NATIONS OFFICE FOR PROJECT SERVICES

Adopted decision 95/1 of 10 January 1995 on the United Nations Office for Project Services;

ITEM 5: FOLLOW-UP TO THE INTERNATIONAL CONFERENCE ON POPULATION AND DEVELOPMENT

Took note of the interim report of the Executive Director of UNFPA on the programme priorities and future directions of UNFPA in the light of the ICPD (DP/1995/8);

ITEM 6: UNDP/UNFPA FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Adopted decision 95/3 of 11 January 1995 on UNDP audit reports;

Took note of the UNFPA document on audit reports (DP/1994/54);

ITEM 7 PROPOSAL TO RELOCATE THE HEADQUARTERS OF THE UNITED NATIONS VOLUNTEERS PROGRAMME FROM GENEVA TO BONN

Adopted decision 95/2 of 10 January 1995 on relocation of the headquarters of the United Nations Volunteers to Bonn;

ITEM 8: UNITED NATIONS SUDANO-SAHELIAN OFFICE

Adopted decision 95/6 of 13 January 1995 on the United Nations Sudano-Sahelian Office.

13 January 1995

95/8 Assistance to the Palestinian People

The Executive Board

1. Takes note of the present report;

2. Encourages the international donor community to increase contributions to the Programme of Assistance to the Palestinian People and to take full advantage of its unique and effective delivery capacity.

4 April 1995

95/9. United Nations Capital Development Fund

The Executive Board

1. Takes note of the present report;

2. Appeals to all interested donor countries, organizations and other parties to make voluntary contributions to the Fund;

3. Encourages the Administrator to continue to refine the community development focus of the Fund, which would include a stronger focus on projects involving local authorities, the private sector and civil society in the context of the mandate assigned to it.

6 April 1995

95/10. United Nations Development Fund for Women

The Executive Board

1. Notes with deep concern the statements made by the Administrator and the Director of the United Nations Development Fund for Women to the Executive Board at its second regular session and expresses its deep concern over the serious financial and administrative situation in the Fund;

2. Also notes the efforts undertaken to date by the Administrator and the Director to meet these concerns;

3. Requests the Administrator, in cooperation with the Director and the Consultative Committee:

(a) To present as soon as possible a detailed analysis of the reasons for, the scope of and implications, at all levels, for the United Nations Development Fund for Women and the United Nations Development Programme of the financial and administrative situation in the Fund, including an up-to-date balance sheet of the Fund's finances and details of the operation of the Fund's operational reserve and guidelines governing access to it;

(b) To present as soon as possible a report on all the matters concerning steps taken to strengthen the financial, administrative and managerial oversight of the United Nations Development Fund for Women, including the role of the United Nations Development Programme in providing supervision and systems;

(c) To draw up a plan, without delay, which will put the finances, administration and management of the United Nations Development Fund for Women on a sound basis, including the possible need for Executive Board actions and present it to the Board at its annual session 1995;

4. Decides that the United Nations Development Fund for Women should re-examine the operations of the Fund, including its administrative costs, and its commitments as presented to the Executive Board, including all its financial activities in relation to the Fourth World Conference on Women, and that the United Nations Development Fund for Women should undertake all efforts to reduce the size and number of its commitments and disbursements in accordance with projected income and to report on these efforts to the Board, bearing in mind the special responsibilities of the Fund with regard to the Fourth World Conference on Women;

5. Also decides, based on the information given to the Executive Board on the commitments and planned activities of the United Nations Development Fund for Women for the Fourth World Conference on Women, that as of today the Fund shall not enter into any new commitments prior to the deliberations of the Executive Board on the issues contained in the documents requested above;

6. Requests the Administrator, in cooperation with the Director of the United Nations Development Fund for Women, to convene an informal meeting of the Executive Board in May 1995 at the latest in order to provide a progress

report on the aforementioned issues as well as a synopsis of the internal audit report;

7. Also requests the Administrator to inform the Board of Auditors of the wish of the Executive Board, that the United Nations Development Fund for Women be included with priority in its current programme of work;

8. Decides to consider, at its annual session 1995, the terms of reference and means of financing for an external evaluation of the United Nations Development Fund for Women;

9. Also decides, in light of the above and awaiting the outcome of the Fourth World Conference on Women, to postpone consideration on the future direction of the Fund to the first regular session 1996.

7 April 1995

95/11. Joint and Co-Sponsored United Nations Programme on HIV/AIDS

The Executive Board

1. Urges the Administrator of the United Nations Development Programme and the Executive Director of the United Nations Population Fund, in common with the other co-sponsoring agencies, to participate actively in the Joint and Co-sponsored United Nations Programme on HIV/AIDS and to support the Executive Director of the Programme;

2. Notes with satisfaction the Declaration of the Paris AIDS Summit, held on 1 December 1994;

3. Urges that all appropriate measures be taken by the Administrator of the United Nations Development Programme and the Executive Director of the United Nations Population Fund in the framework of the Joint and Co-sponsored United Nations Programme on HIV/AIDS to implement the Declaration of the Paris AIDS Summit;

4. Requests the Administrator of the United Nations Development Programme and the Executive Director of the United Nations Population Fund to develop a strategy for the inclusion of HIV/AIDS components in their programmes and regular activities within the framework of the joint and co-sponsored United Nations programme on HIV/AIDS;

5. Urges the Administrator to ensure that the HIV and Development National Professional Officers referred to in paragraph 23 of Governing Council decision 93/35 carry out their duties in close collaboration and in accordance with the objectives of the Joint and Co-sponsored United Nations Programme on HIV/AIDS.

7 April 1995

95/12. Matters relating to least developed countries

The Executive Board

1. Welcomes the report of the Administrator contained in document DP/1995/19 and the efforts made to address the special needs and priorities of the least developed countries;

2. Welcomes the establishment of an institutional link between the United Nations Development Programme and the United Nations Conference on Trade and Development for the coordination and exchange of information on mattes relating to the least developed countries;

3. Notes with appreciation the work of the Special Measures Fund for the Least Developed Countries, which is providing valuable assistance to the least developed countries and requests the Administrator to examine the possibilities for revitalizing the Fund;

4. Requests the United Nations Development Programme to assist in providing the necessary support to the preparations for the mid-term review in 1995 of the Programme of Action for the Least Developed Countries in the 1990s and in mobilizing funding for the participation of least developed countries;

5. Urges the Administrator to ensure that poverty eradication is further strengthened in future activities of UNDP and, in particular, that high priority is given to the least developed countries, keeping in mind the commitments made at the World Summit on Social Development and;

6. Requests the Administrator to keep under review the outcome of the relevant United Nations conferences and of the mid-term review of the Programme of Action and the implications for interventions by the United Nations Development Programme in the least developed countries and to report to the Executive Board as necessary.

7 April 1995

95/13. Overview of decisions adopted by the Executive Board at its second regular session 1995

The Executive Board

Recalls that during the second regular session 1995 it:

ITEM 1: ORGANIZATIONAL MATTERS

Approved the agenda and work plan for its second regular session 1995 (DP/1995/L.2/Rev. 1);

Approved the report of the first regular session 1995 (DP/1995/9);

Adopted the guidelines for UNDP/UNFPA Executive Board field visits contained in the note by the Executive Board secretariat (DP/1995/14);

Approved the following schedule of future sessions of the Executive Board subject to the approval of the Committee on Conferences:

Annual session 1995:	5-16 June 1995
Third regular session 1995:	28 August-1 September 1995
First regular session 1996:	16-19 January 1996
Second regular session 1996:	25-29 March 1996
Annual session 1996:	20-31 May 1996*
Third regular session 1996:	(open)

Agreed to the subjects to be discussed at these sessions as listed in the annex;

ITEM 2: UNFPA: COUNTRY PROGRAMMES AND PROJECTS

Approved assistance to the Government of Benin (DP/FPA/CP/148);

Approved assistance to the Government of Comoros (DP/FPA/CP/141);

Approved assistance to the Government of Mauritius (DP/FPA/CP/143);

Approved assistance to the Government of Mozambique (DP/FPA/CP/142);

Approved assistance to the Government of the Republic of the Sudan (DP/FPA/CP/145);

Approved assistance to the Governments of Azerbaijan, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan (DP/FPA/CP/144);

Approved assistance to the Government of Cambodia: Support to the National Population Census (DP/FPA/KHM/PROJ/2) and Institutional Strengthening and Family Health Improvement through Birth Spacing (DP/FPA/KHM/PROJ/1);

ITEMS 2 and 3: UNDP AND UNFPA COUNTRY PROGRAMMES AND PROJECTS AND RELATED MATTERS

Approved UNFPA assistance to the Government of Turkey (DP/FPA/CP/147);

Approved UNFPA assistance to the Government of Indonesia(DP/FPA/CP/146);

Approved the UNDP fifth country programme for Turkey (DP/CP/TUR/5);

Approved the UNDP cooperation framework with Indonesia (DP/CP/INS/5) and took note of the note by the Administrator (DP/CP/INS/NOTE/5);

ITEM 3: UNDP: COUNTRY PROGRAMMES AND RELATED MATTERS

Approved the first country programme for Belarus (DP/CP/BYE/1);

Approved the first country programme for Estonia (DP/CP/EST/1);

Approved the first country programme for the Kyrgyz Republic (DP/CP/KYR/1);

Approved the first country programme for Latvia (DP/CP/LAT/1);

Approved the first country programme for Lithuania (DP/CP/LIT/1);

Approved the first country programme for the Republic of Moldova (DP/CP/MOL/1);

Approved the first country programme for Ukraine (DP/CP/UKR/1);

Approved the first country programme for Uzbekistan (DP/CP/UZB/1);

Approved the fifth country programme for Barbados (DP/CP/BAR/5);

Approved the third country programme for the British Virgin Islands (DP/CP/BVI/3);

Took note of the overview report on mid-term reviews (DP/1994/17);

Took note of the mid-term review of the fifth country programme for Bangladesh (DP/1995/17/Add.1);

Took note of the mid-term review of the fifth country programme for Chad (DP/1995/17/Add.2);

Took note of the mid-term review of the sixth country programme for Guatemala (DP/1995/17/Add.3);

Took note of the mid-term review of the fifth country programme for Malawi (DP/1995/17/Add.4);

Took note of the mid-term review of the fifth country programme for Tunisia (DP/1995/17/Add.5);

ITEM 4: UNDP: EVALUATION

Took note of the report on evaluation (DP/1995/18);

ITEM 5: UNDP: MATTERS RELATING TO THE LEAST DEVELOPED COUNTRIES

Adopted decision 95/12 of 7 April 1995 on least developed countries;

ITEM 6: UNDP: MATTERS RELATING TO THE PROGRAMMING CYCLES a/

ITEM 7: UNDP: HIV AND DEVELOPMENT NATIONAL PROFESSIONAL OFFICERS

Adopted decision 95/11 of 7 April 1995 on the Joint and Co-sponsored United Nations Programme on HIV/AIDS;

ITEM 8: UNITED NATIONS DEVELOPMENT FUND FOR WOMEN

Adopted decision 95/10 of 7 April 1995 on the United Nations Development Fund for Women;

ITEM 9: UNITED NATIONS CAPITAL DEVELOPMENT FUND

Adopted decision 95/9 of 6 April 1995 on the United Nations Capital Development Fund;

ITEM 10: UNDP: ASSISTANCE TO THE PALESTINIAN PEOPLE

Adopted decision 95/8 of 4 April 1995 on UNDP assistance to the Palestinian people;

7 April 1995

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a/ Item 6 on the framework for the next programming period was taken up in informal consultations.

95/14. Implementation of decision 94/25: Assistance to Rwanda

The Executive Board

Approves the continued implementation of decision 94/25, allowing for flexibility in sectoral expenditure of resources from Rwanda's third country programme resources and for overall expenditures of up to $7.8 million, to enable the United Nations Population Fund to continue to respond to the evolving needs of the Government of Rwanda for reconstruction and development.

8 June 1995

95/15. Programme priorities and future directions of UNFPA in light of the International Conference on Population and Development

The Executive Board

1. Takes note of the report contained in document DP/1995/25 and Corr. 1;

2. Requests that the future programme of assistance of the United Nations Population Fund adhere to the principles contained in chapter II of the Programme of Action of the International Conference on Population and Development;

3. Supports the broad outline of the future programme of assistance of the United Nations Population Fund, which must be implemented in full accordance with the Programme of Action of the International Conference on Population and Development;

4. Endorses the core programme areas of reproductive health, including family planning and sexual health; population and development strategies; and advocacy and requests the Executive Director to concentrate United Nations Population Fund assistance within the core areas while stressing that population policies are an integral part of a strategy for sustainable development and the need for the United Nations Population Fund to cooperate with other partners in formulating its strategies;

5. Takes note of the approach proposed for the allocation of resources; invites the Executive Director of the United Nations Population Fund to refine the proposed approach, based on the relevant provisions of the Programme of Action of the International Conference on Population and Development, including paragraphs 14.14, 14.15 and 14.16, as well as on other relevant qualitative and quantitative indicators, and taking fully into account the views expressed by delegations during the present session and the need to give special attention to the least developed countries and Africa; and to report thereon to the Executive Board at its first regular session 1996;

6. Recalls Executive Board decision 95/11 and, in the context of the Joint and Co-sponsored United Nations Programme on HIV/AIDS, stresses the importance of incorporating HIV/AIDS aspects in activities of the United Nations Population Fund;

7. Requests the Executive Director to include reporting on the implementation of the Programme of Action of the International Conference on Population and Development in her annual report to the Executive Board;

8. Also requests that the United Nations Population Fund submit to the Executive Board at its first regular session 1996 a brief background note on the issue of whether the Board should consider becoming a member of the United Nations Children's Fund/World Health Organization Joint Committee on Health Policy;

9. Further requests the Executive Director to submit a draft mission statement for the United Nations Population Fund based on the report contained in document DP/1995/25 and Corr.1, taking fully into account the discussion in the Executive Board, including the comments made on further refinement and definition of the different programme areas and on the use of terminology, and the present decision.

14 June 1995

95/16. UNFPA work plan and request for programme expenditure authority

The Executive Board

1. Endorses the Executive Director's programme resource planning proposals set out in paragraphs 7 to 15 of document DP/1995/26, while taking fully into account paragraph 4 of decision 95/15;

2. Approves the request for 1996 programme expenditure authority at a level equal to new programmable resources for 1996, currently estimated at $263 million;

3. Endorses the use of the following estimates of new programmable resources from regular resources for the 1997-1999 period: $280 million for 1997; $298 million for 1988; and $319 million for 1999;

4. Also endorses the use of the following estimates of new programmable resources from multi-bilateral funding: $15 million per year for the years 1996-1999.

8 June 1995

95/17. UNFPA/UNDP: Reports to the Economic and Social Council: Follow-up to General Assembly resolution 47/199

The Executive Board

1. Transmits the reports from the United Nations Development Programme and the United Nations Population Fund to the Economic and Social Council together with the comments of the Executive Board;

2. Requests the United Nations Development Programme and the United Nations Population Fund to ensure that future reports on the implementation of the triennial policy review address more thoroughly problems and opportunities that have been identified, particularly at the field level, and contain any appropriate recommendations and requests for guidance from the Executive Board;

3. Further requests the Administrator of the United Nations Development Programme and the Executive Director of the United Nations Population Fund, together with the Executive Director of the United Nations Children's Fund, to consider producing a common report on the implementation of the triennial policy review for both the UNDP/UNFPA and UNICEF Executive Boards, which should contain both a common section and sections by the United Nations Development Programme, the United Nations Population Fund and the United Nations Children's Fund, respectively.

8 June 1995

95/18. United Nations Development Fund for Women

The Executive Board

1. Authorizes the United Nations Development Fund for Women to proceed with its programme in keeping with the projections described in table 3 of document DP/1995/33 subject to the following conditions:

(a) Administrative expenditure should be reduced further to a level more consistent with its project activities while bearing in mind the need to retain a critical capacity for the Fund;

(b) Income projections should be kept under review and necessary steps should be taken and reported to the Board if the projections fall 10 per cent below the levels contained in table 3 of DP/1995/33;

(c) Effective financial and programme management procedures for both the United Nations Development Programme and the United Nations Development Fund for Women, including those recommended by the internal and external auditors, have been put in place as soon as possible and reported to the Executive Board not later than 1 January 1996;

2. Requests the Administrator of the United Nations Development Programme and the Director of the United Nations Development Fund for Women to implement the recommendations in the Management Letter of the Board of Auditors and to report on their implementation to the Board in the reports called for in paragraph 13 of the decision;

3. Also requests the Director of the United Nations Development Fund for Women to take personal charge of the periodic review of the financial statements identified in paragraph 59 of document DP/1995/33;

4. Authorizes the use of UNDP funds to cover, up to the limits specified in paragraph 5 below, the UNIFEM cash shortfall and requests the Administrator to establish for this purpose an overdraft facility for UNIFEM on the basis of the interfund accounts and to charge interest costs to UNIFEM for the use of this facility on a basis that will result in no gain or loss for UNDP;

5. Decides that this overdraft facility cannot be used for any new commitments incurred by UNIFEM after 1 January 1995, and that its utilization for prior commitments will be limited to the period 1995-1997, to a maximum drawdown of $4.5 million, with the proviso that the Administrator will report to it immediately if drawdowns exceed $3 million;

6. Suspends the requirements for the operational reserve until such time as it decides that the financial situation of UNIFEM is on a sound basis subject to the following conditions:

(a) That UNIFEM operates on a full funding basis for all new commitments incurred after 1 January 1995, ensuring that the total amount of these new commitments is to be covered from its own resources, while recognizing that at the same time it may draw down on the UNDP overdraft facility, as required,

within the limits specified in paragraph four above, to cover financial obligations incurred prior to 1 January 1995;

(b) That UNIFEM continues to calculate and report to the Board a notional operational reserve in order to ensure financial transparency;

7. Views with concern the absence of a satisfactory and timely explanation of the way the operational reserve was drawn down during 1994 and requests the United Nations Development Programme and the United Nations Development Fund for Women to provide one as soon as possible;

8. Decides that neither partial funding authority nor the operational reserve mechanism will be restored to UNIFEM until relevant control mechanisms have been thoroughly reviewed and new procedures have been put in place that will ensure, inter alia, the accurate calculation and regular updating of reserve levels, and the establishment of a system to provide sufficient early warning of any possible future drawdowns on the reserve;

9. Requests the Administrator to explore possibilities for the assumption and/or co-financing of relevant UNIFEM projects by UNDP, within the plans and priorities of UNDP and recipient governments;

10. Stresses the importance of establishing and maintaining a strengthened UNDP/UNIFEM interface, and requests the Administrator and the Director of UNIFEM to include information on this interface in their future reports to the Executive Board;

11. Endorses the Administrator's proposal to outpost one staff member from the UNDP Division of Finance to UNIFEM to assist in the monitoring of project funds and who will report to both UNDP/DOF and UNIFEM, without prejudice to the autonomy of UNIFEM, and without increasing UNIFEM administrative expenditures;

12. Requests the Administrator to bring its new Project Financial Management System online as soon as possible, incorporating enhancements to permit the recording of pipeline activity and shadow budgets, and calls for the Project Financial Management System to be established, at the earliest opportunity, as a common information system for both UNDP and UNIFEM, replacing the UNIFEM Budget Management System;

13. Also requests the Administrator to inform it of the measures taken once accountability for UNIFEM's current financial situation has been determined and of the steps taken to establish clear lines of accountability both within UNIFEM and between UNDP and UNIFEM;

14. Further requests the Administrator and the Director of UNIFEM to provide oral or written progress reports, as appropriate, on the implementation of the present decision to each session of the Executive Board in 1995 and 1996.

14 June 1995

95/19. Technical cooperation among developing countries

The Executive Board

1. Endorses the New Directions for technical cooperation among developing countries as recommended by the High-level Committee on the Review of TCDC in accordance with General Assembly resolution 49/96;

2. Reaffirms the important role that the new directions for TCDC can play in increasing the use of both technical cooperation among developing countries and economic cooperation among developing countries as dynamic instruments for expanded South-South cooperation;

3. Welcomes the efforts of the United Nations Development Programme to promote a more strategic orientation for technical cooperation among developing countries activities by focusing the present programme on high-impact activities;

4. Invites the Administrator to take appropriate action with regard to the promotion and implementation of technical cooperation among developing countries activities pursuant to Economic and Social Council resolution 1992/41, which calls on all parties in the development effort to give the technical cooperation among developing countries option "first consideration" in technical cooperation activities;

5. Further invites the Administrator to ensure that the Special Unit for TCDC plays a proactive role within the United Nations system in an effort to expand the application of technical cooperation among developing countries and effectively implement the strategy for new directions for technical cooperation among developing countries while endeavouring to reduce the delivery cost of future programmes for technical cooperation among developing countries.

14 June 1995

95/20. United Nations Population Fund: Institutional arrangements

The Executive Board

1. Takes note of the agreement between the United Nations Development Programme and the United Nations Population Fund to designate UNFPA resident country directors as UNFPA representatives;

2. Recommends that the Economic and Social Council, during its operational activities segment, and the General Assembly endorse the agreement on the understanding that the United Nations Population Fund will take measures to enhance cooperation with and active support for resident coordinators for operational activities of the United Nations, bearing in mind General Assembly resolution 47/199 and on the understanding that the agreement will not result in increased administrative expenditure for the United Nations Population Fund.

14 June 1995

95/21. Global Initiative on Contraceptive Requirements and Logistics Management Needs in Developing Countries in the 1990s

The Executive Board

1. Takes note of the report on the Global Initiative on Contraceptive Requirements and Logistics Management Needs of Developing Countries in the 1990s contained in document DP/1995/24/Part II;

2. Requests the Executive Director to submit to the Executive Board at its third regular session 1995 a proposal, in the context of the intercountry programme of the United Nations Population Fund, for the continuation of the Global Initiative beyond 1995, including therein an outline of the objectives, modalities and procedures for a possible future global contraceptive arrangement;

3. Also requests the Executive Director to submit to the Executive Board at its first regular session 1996 a report containing a re-appraisal of the future role of the United Nations Population Fund in assessing and meeting the unmet needs for contraceptives and the requirements for logistics management.

14 June 1995

95/22. Future of the United Nations Development Programme: Initiatives for change

The Executive Board

1. Notes the progress that has been made following its decision 94/14;

2. Welcomes the process of consultation mentioned by the Administrator in his statement on 13 June 1995 in view of further clarifying and refining the role of the United Nations Development Programme in the light of the Initiatives for change, and requests the Administrator to report to the Executive Board;

3. Urges the United Nations Development Programme through the Initiatives for change process, in the framework of the goals and priority areas supported by the Board in decision 94/14 and given poverty elimination as the overriding priority in the programmes of the United Nations Development Programme, to concentrate on areas where it has demonstrable comparative advantage, in particular capacity-building in the most needed regions and countries, in particular the least developed countries, especially in Africa;

4. Takes note of the elaboration of a strategic plan as a means of enhancing the management of the United Nations Development Programme and making operational the Initiatives for change and looks forward to presentation to the Executive Board at its first meeting in 1996, in preparation for final decision at the annual meeting in 1996, of a further elaborated concise version including, inter alia, the following elements:

(a) A concise mission statement drawing together all the essential functions of the United Nations Development Programme in the light of the goals and priority areas in decision 94/14;

(b) A clear hierarchy of operational objectives designed to translate the mission of the United Nations Development Programme into action;

(c) A comprehensive action plan, incorporating time-bound indicators of achievement and a system for reporting progress regularly to the Executive Board.

16 June 1995

95/23 Successor programming arrangements

The Executive Board

I. PRINCIPLES FOR THE PROGRAMMING CYCLE 1/

1. Reaffirms the principles of eligibility of all recipient countries on the basis of the fundamental characteristics of the operational activities of the United Nations Development system, which are, inter alia, universality, neutrality, multilateralism, the voluntary and grant nature of assistance and the capacity to respond to the needs of all recipient countries in accordance with their own policies and priorities for development; and in this context, recognizes the principles of the United Nations Development Programme activities, which include progressivity, impartiality, transparency and predictability of flow of resources for all recipient countries, in particular, developing countries;

2. Stresses the need for a substantial increase in resources for operational activities for development on a predictable, continuous and assured basis, commensurate with the increasing needs of developing countries;

3. Recognizes that the development cooperation of the United Nations system requires flexibility and transparency for augmenting the availability of resources and efficiency in their allocation, and that the United Nations Development Programme continues to give priority to least developed countries and low-income countries, particularly in Africa, and utilizes the resources, consistent with decision 94/14, in support of and in accordance with the development priorities established by the recipient countries themselves, keeping in mind the need to create incentives so as to achieve greater impact and effectiveness of the programmes and projects of the United Nations Development Programme;

4. Decides to improve the focus and concentration of the programme activities of the United Nations Development Programme by implementing the three goals and four priority areas 2/ specified in Board decision 94/14, recognizing in particular that poverty elimination should be the central priority of the activities of the Programme, taking into account the further clarification and refinement of the role of the Programme as set out in decision 95/22 on the future of the United Nations Development Programme;

1/ Discussions leading to the adoption of the present decision were based on information made available to the Executive Board in documents DP/1994/20; DP/1994/39; DP/1994/59; DP/1995/3; DP/1995/15; and DP/1995/32.

2/ The three goals endorsed in decision 94/14 are: strengthening international cooperation for sustainable human development; helping the United Nations family to become a unified and powerful force for human development; and focusing United Nations Development Programme resources on making the maximum contribution in its programme countries to key sustainable human development dimensions.

The four priority areas endorsed in decision 94/14 are: poverty elimination, job creation, environmental regeneration and advancement of women.

5. Emphasizes that national development priorities shall be the primary determinant of United Nations Development Programme-supported programmes, which must remain country driven; and that recipient Governments have the primary responsibility for the formulation of country cooperation frameworks with the United Nations Development Programme;

6. Stresses the role of the United Nations Development Programme as a country-based operational programme, and in this context, stresses further the need to improve the operational function of the resident coordinator at the country level in close collaboration with the Government concerned, and to enhance the decentralization of authority to the field level in order to maximize the impact of the United Nations system in the development process;

II. MOBILIZATION OF RESOURCES

7. Decides to adopt for planning purposes the initial figure of $ 3.3 billion for core resources for the three-year period starting in 1997 and requests the Administrator to take all necessary measures to secure at least those estimated financial resources;

8. Stresses that increasing voluntary contributions to the core resources should remain the central effort of all donors, in particular traditional donors, and of the mobilization efforts of the Administrator, who should aim at widening the resource base, including by bringing in new donors as core contributors;

9. Also recognizes the importance of non-core resources, including cost-sharing and non-traditional sources of financing, as a mechanism to enhance the capacity and supplement the means of the United Nations Development Programme to achieve the goals and priorities as specified in decision 94/14;

10. Urges the Administrator to explore further non-traditional sources of financing, such as multilateral and regional banks and non-governmental organizations, in order to mobilize additional resources for the Programme;

III. PROGRAMMING ARRANGEMENTS

11. Accepts in principle the three-year rolling planning scheme as proposed in document DP/1995/32;

12. Decides that the new country cooperation frameworks (country programmes) be developed by recipient Governments in consultation with the United Nations Development Programme and that they be submitted to the Executive Board for endorsement; also decides to consider further, at its first regular session 1996, the involvement of the Board in programming processes and procedures;

13. Recognizes the link between the country cooperation frameworks and the national development plans and strategies of recipient countries, as well as with the country strategy note developed by interested countries, as a

general framework for international cooperation for development, based on the fact that the Government has the primary responsibility for coordinating all types of assistance in accordance with national priorities and strategies;

14. Decides that the formulation of country cooperation frameworks should be in accordance with General Assembly resolution 47/199 and in particular the emphasis on the programme approach, national execution and improved mechanisms for monitoring and evaluation.

IV. FINANCING MECHANISM

15. Decides to introduce a new, more flexible three-tier target for resource assignment from the core scheme for the allocation of resources to the country level;

16. Decides that criteria determining the eligibility for support from the United Nations Development Programme should be the same for all programmable core resources;

17. Endorses the earmarkings set out in the accompanying table 3/ for the United Nations Development Programme core resources;

18. Decides on the following basic guidelines for the allocation of resources under line 1.1.2 in paragraph 13 of the present decision:

(a) As indicated by the Administrator, a presumption that given the availability of good programmes, for initial planning purposes the amount allocated to a country under line 1.1.2 will be roughly comparable in proportional terms (as indicated in the accompanying table) to what it receives under line 1.1.1;

(b) The process of resource allocation should be transparent and conform to the general poverty orientation reflected in the allocation to the low-income countries and the least developed countries contained in paragraph 24 of the present decision, as well as to reflect the same regional distribution as for line 1.1.1;

(c) The programming arrangements for line 1.1.1 and 1.1.2 will be the same;

(d) The need to ensure that countries with limited capacity for programme formulation benefit fully from line 1.1.2 by, inter alia, strengthening their capacity for programme design and implementation in order to enhance their access to this line;

3/ The individual shares of the total resources set out in the accompanying table, will be applied to total available resources during the period 1997/1999, except for those in lines 2.1, 3.2, 4.1 and 4.2, which are subject to further deliberations in connection with the submission of the biennial budget estimates to the Executive Board at its third regular session 1995.

(e) The need for countries with allocations of less than $300,000 annually under line 1.1.1 to retain a minimum critical mass of resources through allocations in line 1.1.2 that are in accordance with their eligibility for such resources;

(f) The importance of programme quality, including the degree to which programme proposals are aimed at promoting high-leverage activities in the sustainable human development focus areas contained in decision 94/14, particularly poverty elimination; and the enabling environment required for that objective;

(g) Assignments of resources under line 1.1.1 and line 1.1.2 will be dealt with simultaneously while recognizing the importance of ensuring that programmes financed under line 1.1.2 respond to national development programmes and strategies;

(h) The need to address special needs and opportunities for capacity-building that may emerge in individual countries;

(i) The need to promote policy dialogue on the United Nations Development Programme resource allocation as well as to ensure close collaboration between governments, resident representatives and the Programme in making resource allocation decisions;

(j) The need to develop increased capacity at all levels in the United Nations Development Programme for the management of programmes;

(k) The need to increase the authority of the resident representative to approve programmes and projects at the country level with the participation of the Government concerned, and the accountability of the resident representative for such projects and programmes.

19. Decides to allocate an additional 0.5 per cent of total resources for the Europe and the Commonwealth of Independent States region, given the special needs of the countries with economies in transition. The resources required shall be obtained as follows: 0.2 per cent from line 1.2; 0.15 per cent from line 2.2; 0.15 per cent from line 2.3;

20. Authorizes the Administrator, taking note of conclusion 95/6 of the Programme and Budget Committee of the United Nations Industrial Development Organization at its eleventh session, to allocate an amount of $3 million for the year 1997, on a one-time, exceptional basis, to facilitate the smooth phase-out of the United Nations Development Programme funding for the UNIDO Country Director Programme and to enable the United Nations Industrial Development Organization to maintain its essential services in support of programme priorities of the United Nations Development Programme in the field during its 1996-1997 biennial budget cycle;

Table

	Earmarkings during fifth cycle $ (millions)	Earmarkings during fifth cycle %	Proposed percentage earmarkings for next period %
1.0 Programmes/projects			
Country			
1.1 Target for resource assignments from core (TRAC)			
1.1.1 Assigned immediately to countries	526	53.5	*30.0*
1.1.2 Assigned regionally for subsequent country application	-	-	*20.0*
1.1.3 Resources for development in countries in special situations	13	1.3	*5.0*
	539	54.8	*55.0*
Intercountry			
1.2 Regional	56	5.7	*7.6*
1.3 Global, interregional and special activities	25	2.5	*4.2*
	81	8.2	*11.8*
Other			
1.4 Evaluation	1	0.1	*0.3*
1.5 Special resources for TCDC activities	2	0.2	*0.5*
1.6 Resources for implementation	55	5.6	*3.0*
	58	5.9	*3.8*
Subtotal	**678**	**68.9**	*70.6*
2.0 Programme development and technical services			
2.1 UNDP programme support and development activities (PSDA)	33	3.3	*3.0*
2.2 United Nations system support for policy and programme development (SPPD)	16	1.6	*2.0*
2.3 Technical support services from United Nations specialized agencies	11	1.1	*1.6*
2.4 Other	35	3.5	-
Subtotal	95	9.5	*6.6*
3.0 Support to United Nations system and aid coordination			
3.1 Programme support to the resident coordinator/ aid coordination	-	-	*1.7*
3.2 Support to United Nations operational activities	43	4.4	*4.3*
Subtotal	43	4.4	*6.0*
4.0 Biennial budget			
4.1 UNDP headquarters	70	7.1	*6.8*
4.2 UNDP country offices	100	10.1	*10.0*
Subtotal	**170**	**17.2**	*16.8*
TOTAL	**986**	**100.0**	*100.0*

V. DISTRIBUTION OF RESOURCES

21. Approves the methodology for the distribution of resources for country programmes as described in paragraphs 74 and 75 of document DP/1995/32, including the following features, as indicated in section V of document DP/1995/32: gross national product per capita and total population, using existing weights and 1994 data (or latest estimates thereof); elimination of supplementary points; increased graduation thresholds; adjusted floors 4/; and an appropriate bonus rate for least developed countries in line with the requirements mentioned in paragraph 24;

22. Takes note of the resource distribution set out in table 4, column 6 of DP/1995/32, recognizing that these are preliminary estimates which will be updated using 1994 data; and requests that the final target for resource assignment from the core figures under line 1.1.1 for individual recipient countries be provided to the Executive Board at its first regular session 1996;

23. Decides that countries exceeding graduation thresholds during any year of the next cycle will continue to be recipients for a period of three years following that year and that their target for resource assignment from the core will be phased out progressively during those years;

24. Decides that the Administrator, as a goal, should ensure that 88 per cent of all targets for resource assignments from the core will be allocated to the low-income countries and 60 per cent to the least developed countries, and urges the Administrator to take account of these goals in all programme activities of the United Nations Development Programme;

25. Authorizes the Administrator during the programming period, to revise authorized programming levels upwards or downwards on a proportionate basis, should estimates of resource availability exceed or fall short of the target set out in paragraph 7 of the present decision;

26. Requests the Administrator to report annually on the management of the programming arrangements and on the actual resource assignments made to each country to the Executive Board for appropriate action;

VI. EXECUTIVE BOARD REVIEW

27. Decides to apply the present decision during the period July 1995 through June 1997 for the programming of activities for the years 1997 onwards to enable the Administrator to implement the initiatives for change and support national endeavours towards poverty elimination and achievement of sustainable human development;

4/ These are 90 per cent for countries where the gross national product per capita is less than $750; 80 per cent for countries where the gross national product per capita is between $750-$1,500; 70 per cent for countries where the gross national product per capita is between $1,500-$4,700, and 60 percent for countries where the gross national product per capita exceeds $4,700.

28. Requests the Administrator to submit to the Executive Board at its annual session 1996 an interim report on the implementation of the programming arrangements. This report shall contain information on activities undertaken, the amount of financial resources involved, and the justification for activities undertaken under lines 1.1.2 and 1.1.3;

29. Decides to carry out a full-scale review of the introductory period July 1995 to June 1997 for the purpose of assessing experience and determining such changes as may be necessary to the successor programming arrangements.

16 June 1995

95/24. Overview of decisions adopted by the Executive Board at its annual session 1995

The Executive Board

Recalls that during its annual session 1995 it:

ITEM 1: ORGANIZATIONAL MATTERS

Approved the agenda and work plan for its annual session 1995 (DP/1995/L.3);

Approved the report of the second regular session 1995 (DP/1995/16);

Approved the following schedule of future sessions of the Executive Board subject to the approval of the Committee on Conferences:

Third regular session 1995:	11-15 September 1995
First regular session 1996:	16-19 January 1996
Second regular session 1996:	25-29 March 1996
Annual session 1996:	10-21 June 1996
Third regular session 1996:	9-13 September 1996

Agreed to the subjects to be discussed at these sessions as listed in the annex;

ITEM 2: UNFPA: REPORT OF THE EXECUTIVE DIRECTOR AND PROGRAMME-LEVEL ACTIVITIES

Took note of the annual report of the Executive Director for 1994 (DP/1995/24/Part I);

Adopted decision 95/14 of 8 June 1995 on the implementation of decision 94/25: Assistance to Rwanda;

Adopted decision 95/15 of 14 June 1995 on programme priorities and future directions of UNFPA in light of the International Conference on Population and Development;

Adopted decision 95/16 of 8 June 1995 on UNFPA work plan for 1996-1999 and request for programme expenditure authority;

Adopted decision 95/20 of 14 June 1995 on UNFPA: Institutional arrangements;

Adopted decision 95/21 of 14 June 1995 on the Global Initiative on Contraceptive Requirements and Logistics Management Needs in Developing Countries in the 1990s;

Took note of the report on the status of financial implementation of country programmes and projects (DP/1995/27);

ITEM 3: UNFPA COUNTRY PROGRAMMES

Approved the increased funding authority for the country programme for Namibia (DP/1995/28);

ITEM 4: UNDP and UNFPA: REPORTS TO THE ECONOMIC AND SOCIAL COUNCIL

Adopted decision 95/17 of 8 June 1995 on UNFPA/UNDP reports to the Economic and Social Council: Follow-up to General Assembly resolution 47/199;

Took note of the report of the Executive Director of UNFPA (DP/1995/24/Part III) and the report of the Administrator of UNDP (DP/1995/30/Add.3) on follow-up to the International Conference on Population and Development and to the World Summit on Social Development and decided to transmit them, together with the comments of the Board, to the Economic and Social Council;

ITEM 5: UNDP/UNFPA: HARMONIZATION OF PRESENTATION OF BUDGETS AND ACCOUNTS

Took note of the UNDP/UNFPA report on harmonization of presentation of budgets and accounts with the comments made therein (DP/1995/29);

ITEM 6: UNDP: ANNUAL REPORT OF THE ADMINISTRATOR AND RELATED MATTERS

Took note of the annual report of the Administrator for 1994: introduction (DP/1995/30); main programme record (DP/1995/30/Add.1); statistical annex (DP/1995/30/Add.2); reports of the Joint Inspection Unit of interest to UNDP (DP/1995/30/Add.4); and subcontracts awarded and major equipment ordered (DP/1995/30/Add.5);

Took note of the report on the role of UNDP in the implementation of the United Nations New Agenda for the Development of Africa in the 1990s (DP/1995/35);

ITEM 7: FUTURE OF UNDP: IMPLEMENTATION OF DECISION 94/14

Adopted decision 95/22 of 16 June 1995 on Initiatives for change;

ITEM 8: UNDP: MATTERS RELATING TO THE PROGRAMMING CYCLES

Adopted decision 95/23 of 16 June 1995 on the successor programming arrangements;

ITEM 9: UNITED NATIONS DEVELOPMENT FUND FOR WOMEN

Adopted decision 95/18 of 14 June 1995 on the United Nations Development Fund for Women;

ITEM 10: UNDP: TECHNICAL COOPERATION AMONG DEVELOPING COUNTRIES

Adopted decision 95/19 of 14 June 1995 on technical cooperation among developing countries;

Took note of the report of the High-Level Committee on the Review of Technical Cooperation among Developing Countries on the work of its ninth session (DP/1995/L.5);

ITEM 11: UNITED NATIONS OFFICE FOR PROJECT SERVICES

Took note of the report on the United Nations Office for Project Services (DP/1995/37);

ITEM 12: HUMAN DEVELOPMENT REPORT

Took note of the report on the Human Development Report (DP/1995/34);

ITEM 13: OTHER MATTERS

Took note of the change of name from the United Nations Sudano-Sahelian Office to "Office to Combat Desertification and Drought" while keeping the acronym "UNSO" in all languages;

16 June 1995

95/25. Intercountry programmes

The Executive Board

1. Takes note of the report (DP/1995/47 and Add.1-6);

2. Confirms that Executive Board decision 94/14 should provide the basis of the focus and coherence for all future United Nations Development Programme-supported global, interregional and regional programmes;

3. Encourages the Administrator to continue the trend towards the programme approach by promoting fewer and larger interventions in support of clearly defined regional, interregional and global objectives;

4. Stresses the need to enhance the capability of the United Nations Development Programme to ensure improved design and implementation of intercountry programmes and strengthen linkages between national programmes and relevant global, interregional and regional programmes in order to improve the impact of all these programmes;

5. Encourages the Administrator to identify and enhance the subregional, regional and national ownership of the elements of regional programmes in a more systematic manner through the decentralized management of activities and increased use of regional and national entities in the implementation and establishment of the linkages referred to above;

6. Requests the Administrator to ensure that the formulation of future United Nations Development Programme-supported regional, interregional and global programmes are based on a results-oriented approach in order to improve the impact of these programmes and incorporate clear performance criteria to enable their effectiveness to be evaluated;

7. Further requests the Administrator to enhance resource mobilization efforts in all areas, including intercountry programmes.

13 September 1995

95/26. Matters relating to the fifth programming cycle: calculation of independence bonus

The Executive Board

1. Takes note of the report of the Administrator on eligibility for an independence bonus (DP/1995/46), including, inter alia, the interoffice memorandum of the United Nations Office of Legal Affairs;

2. Takes account that independence has been achieved by the following countries during the fifth programming cycle: Armenia, Azerbaijan, Bosnia and Herzegovina, Croatia, Eritrea a/, Georgia, Kazakstan, Kyrgyzstan, Palau, Republic of Moldova, Slovenia, Tajikistan, The former Yugoslav Republic of Macedonia, Turkmenistan, and Uzbekistan;

3. Recalls in this context General Assembly resolution 2688 (XXV), in particular paragraph 16 of the annex thereto; Governing Council decision 76/43, in particular paragraph (b) thereof, in which the Council established the independence bonus; and Governing Council decision 90/34, in which the Council established the framework for the fifth programming cycle;

4. Decides that the countries listed in the annex to the present decision are eligible for an independence bonus; and that such bonus be financed immediately from the resources of the fifth cycle, to the extent of the amounts set out in column (4) of the annex, provided that existing allocations, inter alia, for country and intercountry programmes are fully honoured;

5. Further requests the Administrator to release subsequently the remaining bonus amounts set out in column (5) of the annex to the present decision up to the levels that the balance of programmable resources at the end of the fifth cycle is able to accommodate them;

6. Emphasizes that the resources for this bonus shall be derived from those of the fifth cycle and charged to the reserve for unallocated resources initially established in paragraph 19 of Governing Council decision 90/34; and that the bonus amounts remaining unfunded at the end of the cycle will not be carried forward to the next programming period;

7. Requests the Administrator to report on the implementation of the present decision to the Executive Board at its third regular session 1996.

14 September 1995

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a/ Designated least developed country in December 1994.

Annex

Calculation of independence bonus

for countries granted recipient status during the fifth programming cycle

(millions of dollars)

New recipient	(1) Decision	(2) Fifth cycle IPF	(3) Independence bonus a/	(4) Immediately available (paragraph 4 of decision b/)	(5) Remaining balance (3)-(4) (paragraph 5 of decision)
Armenia	92/29	0.595	0.589	0.130	0.460
Azerbaijan	92/29	1.448	0.717	0.172	0.545
Kazakstan	92/29	2.608	0.891	0.230	0.661
Kyrgyzstan	92/29	2.752	0.913	0.238	0.675
Republic of Moldova	92/29	1.045	0.657	0.152	0.505
Turkmenistan	92/29	1.866	0.780	0.193	0.587
Uzbekistan	92/29	6.283	1.442	0.414	1.028
Bosnia and Herzegovina	93/3	0.600	0.590	0.130	0.460
Croatia	93/3	0.615	0.592	0.131	0.462
Georgia	93/3	0.525	0.579	0.126	0.453
Slovenia	93/3	0.444	0.567	0.122	0.444
Tajikistan	93/3	3.434	1.015	0.272	0.743
Eritrea	93/22	19.877	3.482	1.494	1.988
The former Yugoslav Republic of Macedonia	93/22	0.456	0.568	0.123	0.446
Palau	c/	0.229	0.534	0.111	0.423
TOTAL			13.917	4.039	9.878

a/ Represents $500,000 plus 15 per cent of th fifth cycle IPF

b/ Represents $100,000 plus 5 per cent of the fifth cycle IPF (column 2); for Eritrea, $500,000 plus 5 per cent of the fifth cycle IPF.

c/ Granted recipient status prior to the fifth cycle; independence achieved October 1994.

95/27. Procurement from developing countries

The Executive Board

1. Takes note of the report of the Administrator on procurement from developing countries (DP/1995/55), and of the measures taken and progress made by the United Nations system to increase procurement from developing countries and to expand the geographical distribution of contracts;

2. Encourages the Inter-Agency Procurement Services Office to continue to coordinate, through the Inter-Agency Procurement Working Group mechanism, efforts within the United Nations system to increase procurement from developing and underutilized major donor countries;

3. Recognizes that increased decentralization of procurement, inter alia, under the national execution of programmes, has significantly contributed to increasing procurement from developing countries;

4. Requests the Economic and Social Council to encourage the organizations and agencies of the United Nations system to cooperate with the Inter-Agency Procurement Services Office in improving the accuracy and timeliness of data provided for the annual reporting on procurement to the Executive Board and the Economic and Social Council;

5. Requests the Administrator to streamline the reporting on procurement in order to ensure clear distinction between activities aimed at promoting procurement from developing countries and those from underutilized major donors in accordance with Governing Council decision 93/38 of 18 June 1993 (paragraph 7) and organize relevant statistical data accordingly.

14 September 1995

95/28. UNDP: Revised budget estimates for the biennium 1994-1995 and budget estimates for the biennium 1996-1997

The Executive Board

I.

1. Takes note of the revised budget estimates for 1994-1995 and the budget estimates for 1996-1997 (DP/1995/51 and DP/1995/51/Add.1), the report of the Advisory Committee on Administrative and Budgetary Questions (DP/1995/52), and the introductory statement made by the Administrator, as well as of the comments made thereon by the Executive Board;

II

Revised budget estimates for the biennium 1994-1995

2. Takes note of the realignments and adjustments incorporated in the revised 1994-1995 budget estimates, including the fact that in accordance with paragraph 4 of Executive Board decision 94/29 of 10 October 1994 and paragraph 6 of decision 94/32 of 10 October 1994, the biennial budget estimates of the United Nations Office for Project Services are no longer included in the United Nations Development Programme biennial budget presentation;

3. Endorses the proposal to present the budget estimates for the Commonwealth of Independent States and Baltic States as an integral part of the overall budget estimates consistent with the presentation of budget estimates for regions in general and country offices in particular;

4. Endorses in respect of the Commonwealth of Independent States and Baltic States, the proposal to cover from savings in the revised 1994-1995 core budget the anticipated shortfall in extrabudgetary income generated from co-financing and cash contributions towards local office costs;

5. Approves the revised budget estimates in respect of the United Nations Volunteers programme;

6. Approves revised appropriations in the amount of $574,392,700 gross, to be allocated from the resources indicated below to finance the 1994-1995 biennial budget, and resolves that the income estimates in the amount of $36,700,000 shall be used to offset the gross appropriations, resulting in net appropriations of $537,692,700, as indicated below:

7. Authorizes the Administrator to redeploy, within the approved appropriation for United Nations Development Programme core activities, resources between the appropriation lines for headquarters and country offices up to a maximum of 5 per cent of the appropriation to which resources are redeployed.

United Nations Development Programme revised budget estimates for the biennium 1994-1995 for administrative services, programme support and development activities and the funds
(Thousands of United States dollars)

	APPROVES	TAKES NOTE OF	
	Gross/net appropriations	Estimated extra-budgetary income	Total gross/net estimates
I RESOURCES OF UNDP			
A UNDP core activities a/			
Headquarters b/	148 568.5	31 951.7	180,520.2
Country offices	230 305.5	41 771.8	272,077.3
Gross UNDP core activities	378 874.0	73,723.5	452,597.5
Estimated income	36 700.0	0.0	36,700.0
Net UNDP core activities	342 174.0	73,723.5	415,897.5
B Programme support and development activities			
Programme development activities	25 980.6	0.0	25,980.6
Support to the operational activities of the United Nations	93 157.3	0.0	93,157.3
Project/programme implementation services			
DSS	6 225.0	0.0	6,225.0
IAPSO	6 140.3	3 552.8	9,693.1
UNV	33 619.9	2 725.3	36,345.2
National execution	3 263.4	0.0	3,263.4
Total project/programme implementation services	49 248.6	6,278.1	55,526.7
Programme support c/	2 300.0	0.0	2,300.0
Total programme support and development activities	170 686.5	6,278.1	176,964.6
C Total resources of UNDP			
Gross resources	549 560.5	80,001.6	629,562.1
Estimated income	36 700.0	0.0	36,700.0
Net resources	512 860.5	80,001.6	592,862.1
II RESOURCES OF FUNDS			
A UNCDF	10 651.9	0.0	10,651.9
B UNIFEM and UNFSTD	1 653.1	314.1	1,967.2
C UNSO	6 614.8	3 736.5	10,351.3
D UNIFEM	5 912.4	298.8	6,211.2
Total	24 832.2	4,349.4	29,181.6
III TOTAL UNDP APPROPRIATIONS			
Gross appropriations	574 392.7	84,351.0	658,743.7
Estimated income	36 700.0	0.0	36,700.0
Net UNDP appropriations	537 692.7	84,351.0	622,043.7

a/ The Administrator is authorized to redeploy within the approved appropriation for UNDP core activities, resources between appropriation lines for headquarters and country offices up to a maximum of 5 per cent to which resources are redeployed in accordance with paragraph 7 of Executive Board decision 95/28.

b/ Extrabudgetary income represents income from external sources, exclusive of reimbursements from non-core units; these are included in the appropriation estimates of the non-core units.

c/ Represents UNDP contribution to CGIAR and UNDP UNSO/UNEP partnership.

III

Budget estimates for the biennium 1996-1997

8. Notes with concern the decline in the core resources of the United Nations Development Programme, and again calls upon Governments to increase their voluntary contributions to the Programme on a predictable, continuous and assured basis;

9. Requests the Administrator to continue to bear in mind the overall context and strategy in which the budget estimates for the 1996-1997 biennium should be viewed, in particular the resolutions and decisions adopted by the General Assembly and the Economic and Social Council relating to operational activities and Executive Board decisions 94/14, 95/22, and 95/23, and the need to give priority to the least developed countries and the low-income countries, particularly in Africa;

A. Budget estimates for core activities

10. Appreciates the proposal of the Administrator to continue a restrictive budget policy and to implement volume reductions with the aim of maximizing the resources that are available for programme and programme support activities, and, in this connection, emphasizes the importance of:

(a) Safeguarding accountability and ensuring that the delivery of the Programme is not negatively affected;

(b) The policy to reduce a larger percentage of headquarters than field posts and using functional analyses and consistent and transparent criteria to contribute to an effective process of rationalization;

(c) Placing capacities and functions in optimal location through decentralization and out-sourcing;

(d) Maximizing benefits through improved management of communications and information;

11. Requests the Administrator, in the context of the revised budget estimates for the 1996-1997 biennium, for an assessment of the impact of the present budget decision on the organizational capacity of the United Nations Development Programme, in particular the adequacy of human resources both at headquarters and country level, taking into account the comparative advantage of the Programme and decision 95/23;

12. Requests the Administrator to keep the Executive Board informed on progress made in clustering and networking, as described in paragraph 76 (a) of document DP/1995/51, as well as on steps being taken to promote common services with other United Nations agencies at the country level;

13. Takes note of the proposal by the Administrator to reserve five posts for subsequent allocation by him and the additional information provided by him thereon and the assurance that they will be dedicated to meeting the organizational objectives of the United Nations Development Programme, ensuring more organization-wide approaches, including improved communications among the Regional Bureaux, and servicing the country office network;

14. Requests in this connection the Administrator to inform the Executive Board through the Advisory Committee on Administrative and Budgetary Questions on the final allocations of the posts as soon as possible, and no later than the second regular session 1996 of the Executive Board;

15. Emphasizes the need for enhancing the management of the human resources of the United Nations Development Programme, including, inter alia, improved training, continued recruitment of new qualified staff, including at the junior level, transition and out-placement;

16. Approves the proposals of the Administrator contained in paragraphs 151-157 of document DP/1995/51 relating to separations and transitional measures through a one-time charge against the balance of general resources;

17. Requests the Administrator to report on the use and status of these reserves in the context of future biennial budget presentations;

18. Requests the Administrator, in accordance with Executive Board decision 95/23 concerning the successor programming arrangements, including the new resource allocation system, to ensure that there is adequate flexibility in staff postings to implement this system effectively, and to provide information to the Board on criteria guiding the staffing of country offices;

19. Takes note with concern of the proliferation of units reporting directly to the Administrator and invites the Administrator to review the organizational structure of the United Nations Development Programme and inform the Executive Board of the outcome of this review;

20. Takes note of the special adjustment accorded to the Africa region in line with the special initiatives taken by the Secretary-General in the context of the United Nations New Agenda for the Development of Africa in the 1990s, and that this adjustment does not result in additional staff reductions in other regions;

21. Approves in this connection the reinstatement of the level of the second Deputy Director post in the Regional Bureau for Africa from the D-1 to the D-2 level;

22. Takes note of the Administrator's decision to rename the Regional Directorate for Europe and the Commonwealth of Independent States the Regional Bureau for Europe and the Commonwealth of Independent States;

23. Approves the proposals of the Administrator contained in paragraphs 113 to 116 of document DP/1995/51 to provide the United Nations Development Programme with the minimal additional capacity to ensure effective operations

and to carry out its coordinating role for United Nations operational activities in the Europe and the Commonwealth of Independent States region;

24. Takes note with appreciation of the progress made in the implementation of the regional service centre concept in the Asia and the Pacific region and the Africa region, including the general set-up, the level of coverage, the cost estimates, and the sources of financing;

25. Requests the Administrator, in light of the increase in non-core resources, to analyze the impact on the quality of the programme activities of the United Nations Development Programme, the relationship between core and non-core resources, and review the costs, including staff costs, involved in providing operational and administrative support to non-core activities;

26. Endorses the proposal not to undertake staff reductions in the Division for Audit and Management Review;

27. Stresses the need to maintain an adequate provision for translation;

28. Calls on the Administrator to keep the Executive Board informed on deliberations with regard to the reimbursement to the United Nations for services rendered by the United Nations to the Programme;

29. Decides to maintain, in line with the provisions of the standard basic agreements between host Governments and the United Nations Development Programme, the arrangement whereby host Governments contribute towards the costs of country offices;

30. Strongly urges all programme countries, especially those who have made no or relatively modest contributions towards their obligation for reimbursement of the costs of country offices, to increase their contributions with a view to meeting their full commitments;

31. Decides to review the principles and criteria for determining the amounts to be reimbursed by host Governments as contributions towards the cost of country offices at the third regular session 1996;

B. Budget estimates for programme support and development activities

32. Takes note of the budget proposals relating to programme support and development activities;

33. Takes note further of paragraph 38 of the report of the Advisory Committee on Administrative and Budgetary Questions (DP/1995/52) on the Office of United Nations Support Services;

34. Takes note of the explanations given by the Administrator on the functions of the Office of United Nations Systems Support and Services, and in particular the information that the majority of functions in the office are related to United Nations Development Programme activities in providing support and a focal point for the resident coordinator system and that they will be responding to Executive Board decision 95/23;

35. Approves on a provisional basis the proposal relating to the Office of United Nations Systems Support and Services as contained in paragraphs 164-166 of document DP/1995/51;

36. Requests the Administrator to inform the Executive Board further, through the Advisory Committee on Administrative and Budgetary Questions, on the specific functions of the envisaged new posts in the Office of United Nations System Support and Services at its second regular session 1996 in order to enable the Board to review this issue;

37. Further requests in this connection the Administrator to report on the assistance rendered to the Secretary-General in ensuring system-wide coordination and policy coherence, taking into account relevant discussions Member States during the fiftieth General Assembly;

38. Supports in this connection the amalgamation of the Humanitarian Programme and of security-related functions with the Office of United Nations System Support and Services while maintaining their financing from the budget for core activities, with the aim of maximizing the effectiveness of the support being provided to the resident coordinator function;

39. Requests the Administrator to review in the context of future biennial budget presentations the estimated workload related to support to the operational activities of the United Nations;

40. Takes note of the Administrator's intention to provide a comprehensive review of the programme development activities in the field and developments support services in the context of the 1998-1999 budget proposals;

41. Takes note of the downsizing proposed by the Administrator in respect of the Inter-Agency Procurement Services Office and the intention to increase the level of self-financing activities of the Office and also takes note of the revised grade structure of the Office;

42. Approves in this connection and on a provisional basis subject to the outcome of its review during the first annual session 1996 of the procurement services being provided by the Inter-Agency Procurement Services Office, the upgrading of the post of Director to the D-2 level and the transfer of the source of financing thereof to the extrabudgetary funds generated through the procurement services provided by the Office;

43. Takes note of the cost-savings that will occur as a result of decision 95/2 on the relocation of the United Nations Volunteers headquarters to Bonn, and urges the Administrator, in light of these savings, to increase programme activities involving the United Nations Volunteers;

44. Also takes note of the volume reduction proposal as a result of the overall streamlining of the United Nations Volunteers;

45. Requests the Administrator to review the staffing formula for adding supplementary United Nations Volunteers headquarters staff, and to report on this in the context of the next biennial budget (1998-1999);

C. Budget estimates for Funds

46. Approves the Administrator's budget and staffing proposals relating to the United Nations Capital Development Fund, the United Nations Development Fund for Women, and the United Nations Fund for Science and Technology for Development/ United Nations Revolving Fund for Natural Resources Exploration and the Office to Combat Desertification;

47. Requests the Administrator to submit a report to the Executive Board on steps taken to integrate the work of the Office to Combat Desertification into the core programme of the United Nations Development Programme in the light of Governing Council decision 93/33, and on steps taken to reflect this integration in the 1998-1999 biennial budget proposals for Programme resources;

D. Other items

48. Takes note of the report of the Administrator on the budgetary aspect, including staffing levels, of the role of the United Nations Development Programme as an implementing agent for the Global Environment Facility and the Montreal Protocol, in particular the self-financing nature of this involvement;

49. Takes note of the report of the Administrator on the pilot arrangements relating to reclassifications as contained in document DP/1995/51/Add.1 and as requested in paragraph 30 of Governing Council decision 93/35;

50. Requests the Administrator to provide a detailed report on this issue in the context of the revised budget presentation for the biennium 1996-1997;

51. Encourages the Administrator, in view of the number of separate reports, reviews and information requested by the Executive Board and in recognition of the possible implications on the capacity for the planning and management of the actual implementation of the 1996-1997 budget strategy, to consolidate and incorporate reporting requirements in the regular reports that deal with financial and budgetary matters.

52. Approves appropriations in the amount of $576,807,100 gross, to be allocated from the resources indicated below to finance the 1996-1997 biennial budget, and resolves that the income estimates in an amount of $38,000,000, shall be used to offset the gross appropriations, resulting in net appropriations of $538,807,100, as indicated below:

53. Authorizes the Administrator to redeploy, within the approved appropriation for United Nations Development Programme core activities, resources between the appropriation lines for headquarters and country offices up to a maximum of 5 per cent of the appropriation to which resources are redeployed.

United Nations Development Programme budget estimates for the biennium 1996-1997 for administrative services, programme support and development activities and the funds
(Thousands of United States dollars)

	APPROVES	TAKES NOTE OF:	
	Gross/net appropriations	Estimated extra-budgetary income	Total gross/net estimates
I RESOURCES OF UNDP			
A UNDP core activities a/			
Headquarters b/	142 247.6	36 479.4	178,727.0
Country offices	233 723.0	45 267.5	278,990.5
Gross UNDP core activities	375 970.6	81,746.9	457,717.5
Estimated income	38 000.0	0.0	38,000.0
Net UNDP core activities	337 970.6	81,746.9	419,717.5
B Programme support and development activities			
Programme development activities	30 512.5	0.0	30,512.5
Support to the operational activities of the United Nations	96 986.7	0.0	96,986.7
Project/programme implementation services			
DSS	7 223.4	0.0	7,223.4
IAPSO	4 562.6	3 911.4	8,474.0
UNS	32 769.5	2 999.7	35,769.2
National execution	3 832.3	0.0	3,832.3
Total project/programme implementation services	48 387.8	6,911.1	55,298.9
Programme support c/	2 300.0	0.0	2,300.0
Total programme support and development activities	178 187.0	6,911.1	185,098.1
C Total resources of UNDP			
Gross resources	554 157.6	88,658.0	642,815.6
Estimated income	38,000.0	0.0	38,000.0
Net resources	516,157.6	88,658.0	604,815.6
II RESOURCES OF FUNDS			
A UNCDF	9 060.6	0.0	9,060.6
B UNRFNRE and UNFSTD	1 130.1	324.8	1,454.9
C UNSO	7 242.0	1 207.3	8,449.3
D UNIFEM	5 216.8	310.1	5,526.9
Total	22 649.5	1,842.2	24,491.7
III TOTAL UNDP APPROPRIATIONS			
Gross appropriations	576 807.1	90,500.2	667,307.3
Estimated income	38,000.0	0.0	38,000.0
Net UNDP appropriations	538 807.1	90,500.2	629,307.3

a/ The Administrator is authorized to redeploy within the approved appropriation for UNDP core activities, resources between appropriation lines for headquarters and country offices up to a maximum of 5 per cent to which resources are redeployed in accordance with paragraph 53 of Executive Board decision 95/28.

b/ Extrabudgetary income represents income from external sources, exclusive of reimbursements from non-core units; these are included in the appropriation estimates of the non-core units.

c/ Represents UNDP contribution to CGIAR and UNDP-UNSO/UNEP partnership.

15 September 1995

95/29. UNDP: Annual review of the financial situation, 1994

The Executive Board

1. Takes note of the report of the Administrator (DP/1995/50 and Add.1-3);

2. Notes with concern the projected decline in the balance of United Nations Development Programme general resources in 1996 and again calls upon Governments to increase their voluntary contributions to the Programme on a predictable, continuous and assured basis;

3. Notes with appreciation the continued growth of national execution in the delivery of the programme;

4. Notes with concern the continued overcommitment and overexpenditure in the Reserve for Field Accommodation and requests that an update on the progress of the three-year plan on the utilization of the Reserve, as contained in document DP/1995/10/Add.1, be presented to the Executive Board at its third regular session 1996, and requests the Board of Auditors to keep this matter under close scrutiny;

5. Requests the United Nations Development Programme to keep under constant review its balance of general resources to avoid any excessive balance at the expense of a higher programme implementation rate;

6. Requests the Administrator to submit to the Board at its third regular session 1996 an up-to-date analysis of the risk situation of the operational reserve;

7. Approves the changes to the Financial Regulations proposed by the Administrator;

8. Takes note of the summary of significant observations of the external auditors of the executing agencies on their 1993 accounts relating to expenditures funded by the United Nations Development Programme, as well as the audit accounts and audit reports of the executing agencies as at 31 December 1993 relating to funds allocated to them by the Programme as contained in documents DP/1995/53 and Add.1;

9. Decides that in the future only significant observations of the external auditors of executing agencies on expenditures funded by the United Nations Development Programme should be included as part of the annual review of the financial situation and should be submitted to the Executive Board at its third regular session, or earlier, if such observations warrant it.

15 September 1995

95/30. Harmonization of budget presentations

The Executive Board

1. Requests the Administrator of the United Nations Development Programme and the Executive Director of the United Nations Population Fund to provide the Board with draft appropriation decisions on the budgets prior to the Board's discussions on the budget;

2. Takes note of the continuous commitment of the Administrator and of the Executive Director to contribute to the harmonization of budget presentations in response to Board decision 94/30 of October 1994;

3. Requests the Administrator and the Executive Director to accelerate their efforts to contribute to the harmonization of budget presentation and to provide the following information to the Executive Board:

(a) At the second regular session 1996:

Oral progress report, including an identification of common features in the budgets of the United Nations Development Programme, the United Nations Population Fund and the United Nations Children's Fund, and an explanation of the areas that are not common in the budgets;

(b) At the annual session 1996:

Oral progress report on steps needed for further harmonization which, together with an account of the debate held on the issue during the annual session of the Board, will be reported on to the Economic and Social Council at its substantive session 1996;

(c) At the third regular session 1996:

Submission of initial proposals for action by the Executive Board, through the Advisory Committee on Administrative and Budgetary Questions;

4. Also requests the Administrator and the Executive Director to ensure that the proposals for harmonization and budget presentation further promote the provision of user-friendly and transparent budget documents and preparation procedures.

15 September 1995

95/31. UNOPS: Revised budget estimates for the biennium 1994-1995 and budget estimates for the biennium 1996-1997

The Executive Board

1. Takes note of the report of the Advisory Committee on Administrative and Budgetary Questions (DP/1995/45);

2. Takes note of the report of the Executive Director on the revised budget estimates for the biennium 1994-1995 and budget estimates for the biennium 1996-1997 (DP/1995/60);

3. Approves the establishment ex post facto of three additional General Service posts, bringing the total to 244 established posts;

4. Requests that the Executive Director perform, in accordance with paragraph 18 of document DP/1995/60, a comprehensive review of existing posts to determine which posts are to be maintained or reallocated, and submit a report to the Executive Board in early 1996;

5. Approves the revised budget estimates for the 1994-1995 biennium in the amount of $58,439,000;

6. Approves the budget estimates of the Executive Director for the 1996-1997 biennium in the amount of $61,428,900;

7. Notes that the United Nations Development Programme and the United Nations Office for Project Services are currently reviewing the nature of and conditions under which central administrative services are made available to the United Nations Office for Project Services by the United Nations Development Programme, concurs with the views expressed by the Advisory Committee on Budgetary Questions in paragraph 13 of its report (DP/1995/45), and instructs the Executive Director to report on arrangements concluded for the provision of such services during the 1996-1997 biennium in early 1996;

8. Takes note of the financial management model developed by the United Nations Office for Project Services for purposes of establishing and monitoring its administrative budget, and requests the Executive Director to report, through the Management Coordination Committee, any significant changes in income projections;

9. Decides to consider the issue of the future direction of the United Nations Office for Project Services at its second regular session 1996.

15 September 1995

95/32. Matters relating to the accountability and responsibility and external evaluation of the United Nations Development Fund for Women

I

Accountability and responsibility

The Executive Board

1. Welcomes the efforts made to improve the financial situation of the United Nations Development Fund for Women;

2. Takes note of the statements made in the Board in response to the information received from the Administrator on responsibility and accountability issues related to the United Nations Development Fund for Women and the United Nations Development Programme;

3. Requests the Administrator to present, at its second regular session 1996, a comprehensive report on United Nations Development Programme policies and practices with respect to the accountability of staff in the management and use of programme and administrative resources, including additional measures taken to strengthen accountability and responsibility;

4. Also requests the Administrator to include proposals for appropriate regular reporting to the Board on the application of these policies and practices.

II

Independent external evaluation

The Executive Board

1. Decides that the external evaluation of the United Nations Development Fund for Women shall be based on the terms of reference contained in the annex to the present decision and that the report of the independent evaluator shall be submitted directly to the Board for consideration at its second regular session 1996;

2. Decides that the Administrator, in close collaboration with the United Nations Office for Project Services, as appropriate, shall select consultants on a competitive basis to carry out the evaluation while keeping the Board informed of the selection process;

3. Also decides that the United Nations Development Programme should establish a trust fund for the financing of the evaluation of the United Nations Development Fund for Women;

4. Urges all members of the United Nations Development Programme to make contributions to the cost of the evaluation, and welcomes the pledges already made by a number of Member States.

15 September 1995

Annex

EXTERNAL EVALUATION OF UNIFEM: TERMS OF REFERENCE

1. In its decision 95/10 of 7 April 1995, the Executive Board called for an external evaluation of UNIFEM (decision 95/10). At an informal meeting held during its annual session 1995, draft terms of reference for the external evaluation of UNIFEM were made available, and the Board requested that further information on the external evaluation be submitted at the third regular session 1995. In accordance with that request, the proposed scope of the evaluation, methodology, composition of the evaluation team, a timetable are provided below.

A. Background

2. Paragraph 9 of the annex to General Assembly resolution 39/125 states that "The resources of the Fund shall be used mainly within two priority areas: first, to serve as a catalyst, with the goal of ensuring the appropriate involvement of women in mainstream development activities, as often as possible at the pre-investment stages; secondly, to support innovative and experimental activities benefiting women in line with national and regional priorities". Through this mandate, the UNIFEM thrust is:

(a) To advocate for women's concerns and to catalyse other agencies in the United Nations system, development organizations and Governments to address these concerns; and

(b) To support innovative activities, with women's full participation, and, by demonstrating their effectiveness, to attract mainstream agencies to adopt and integrate them in their development programmes.

3. During its second regular session 1995, the Executive Board of UNDP and UNFPA was informed of the financial situation facing UNIFEM. As a result of the ensuing deliberations, the Board, in its decision 95/10, decided to consider the terms of reference and means of financing for an external evaluation of UNIFEM. Given the primary emphasis of both the internal and external audits on the financial situation, it is proposed that the external evaluation focus on programmes, impact and future directions of the Fund. Consequently, the review would cover programmes and project initiatives; the advocacy role of UNIFEM and its impact; and management policies and systems. In addition, the evaluation would, wherever deemed appropriate, also appraise financial aspects and issues as related to programme management and implementation. Field staff as well as key partners and beneficiaries would be consulted in addition to headquarters staff.

B. Objectives

4. Taking into account relevant Resolutions and decisions made by the General Assembly, the Economic and Social Council, the Executive Board and the Consultative Committee, it is proposed that the evaluation undertake the following:

(a) Assess and identify the overall past and present achievements, efficiency, impact and sustainability of programme activities at headquarters and in the field in fulfilling the Fund's mandate;

(b) Assess institutional capacity and structure of the Fund vis-à-vis resource utilization, programme delivery, management and control at the headquarters and field levels;

(c) Assess the effectiveness of the Fund's work with its collaborators both in the field and at headquarters;

(d) Make concrete recommendations based on the findings of the evaluation, past experience and in light of global strategies for action agreed at the Fourth World Conference on Women on UNIFEM future strategies, programmes, structure and operational tools in the interests of effectiveness, development impact, sustainability and accountability.

C. Scope of the evaluation

5. It is proposed that the evaluation focus on programming aspects and issues. In light of recent changes in UNIFEM policies and systems for management and financial control, attention should also be given to the adequacy of these changes as related to programme management, implementation and monitoring.

6. The areas of concern will therefore include: (a) programme strategies, (b) programme and project performance, (c) advocacy, and (d) management, finance and administration. Specific issues to be addressed under each of these categories are as follows:

1. Programme strategies

7. The key issue areas for the assessment of programme strategies are:

(a) Extent to which UNIFEM strategies succeed in fulfilling the Fund's mandate and in meeting the needs and interests of women in developing countries;

(b) Ability of UNIFEM to incorporate in its strategies crucial issues confronting women;

(c) Balance between resources available to UNIFEM (including financial, technical expertise and management) and the scale of its activities.

2. Programme performance

8. Given the scope of UNIFEM work, particularly in terms of meeting women's practical and strategic needs and in terms of empowering women, the key issue areas for assessment of programme performance are:

(a) Quality of programme and project design and implementation, including monitoring and financial control mechanisms, constraints, and technical backstopping;

(b) Extent and effectiveness of UNIFEM efforts to move from a project to a programme approach;

(c) Extent to which UNIFEM support to women's groups, networks and coalitions have strengthened the capacity of these groups to contribute to women's empowerment and gender-sensitive development;

(d) Extent to which UNIFEM collaboration with other United Nations agencies has strengthened the ability of both to work towards women's empowerment;

(e) Capacity of the non-governmental organizations implementing UNIFEM programmes to comply with reporting requirements;

(f) Effectiveness of initiatives aimed at mainstreaming gender concerns, particularly those meant to bring about gender-sensitive development planning;

(g) Sustainability of UNIFEM interventions in the context of constraints and problems that particularly affect women in developing countries and women living in poverty and in different cultural environments;

(h) Availability of technical and sectoral expertise in terms of programme development and implementation.

3. Advocacy

9. Given the UNIFEM mandate to advocate for the participation of women in development at global, regional and national levels, the key issue areas for assessment are:

(a) Extent to which UNIFEM has been able to utilize its experiences to advocate for increased integration of gender issues within the United Nations system agencies and in other development organizations, as well as at international conferences;

(b) Impact of the brokering role of UNIFEM in terms of assisting women's groups to influence national policies and programmes;

(c) Catalytic impact of advocacy for women's and gender issues in the context of resource limitations and time constraints;

(d) Adequacy of advocacy tools used, including impact of documentation and dissemination of experiences in working with women.

4. Management, finance and administration

10. The key issue areas for the assessment of management, finance and administration are:

(a) Effectiveness of procedures and adequacy of staff skills and training for reporting, control, financial and administrative systems for programme management;

(b) UNIFEM organizational structure vis-à-vis clear and direct lines of authority, responsibility, communication, and accountability among staff.

D. Methodology

11. It is proposed that the evaluation of UNIFEM take place in three phases. The first phase will focus on analysis of key documents and preliminary meetings, with site visits and interviews to take place in the second phase. The third phase will entail a final round of interviews with

headquarters staff and finalization of the evaluation report. Where appropriate, the team leader will consult with members of the Executive Board of UNDP and UNFPA.

Phase 1: New York

12. The first phase will consist of the following:

(a) Introductory meetings. Briefing on UNIFEM organizational matters, including historical overview, mandate and mission; overview of operational matters, including management and administration; programme development and management systems. These meetings will include key UNDP senior management staff;

(b) Document review. Review of key documents, including policy, programme and project-related documents, an overview of programmes and project activities by region, documents concerning management, administration, control and staff skills, key evaluations and publications that demonstrate UNIFEM experience in working with women, Platform of Action from the Fourth World Conference on Women, and any other relevant documents;

(c) Sample identification. Criteria for selection of sample to be developed after review of documents; countries/projects to be visited, including key people to be interviewed and questionnaire administered to others that cannot be visited; programme sample representing range of key sectors in which UNIFEM works, including advocacy initiatives; management sample, including policies and systems;

(d) Interviews. Initial round of interviews with select number of staff at various levels in the organization, both individually and in groups, as appropriate.

Phase 2: Field

13. The second phase will consist of the following:

(a) Site visits. For countries to be determined during phase 1. Visit actual project sites to meet participants as well as staff from implementing agencies. Interview sample to include UNIFEM advisors and staff from collaborating agencies, including UNDP/other United Nations agencies, national ministries, non-governmental organizations and bilateral programmes;

(b) Report to be drafted, and checked for factual accuracy.

Phase 3: New York

14. The third phase will consist of:

(a) Interviews with staff from UNIFEM and UNDP, the United Nations Population Fund, the United Nations Children's Fund and any other agencies in New York;

(b) Finalization and submission of report directly to the Executive Board.

E. Outputs

15. In preparing the report, the evaluation team should be guided by the objectives as outlined in paragraph 4 of the present terms of reference. The report should include assessments of UNIFEM achievements and activities together with specific operational recommendations with a view to enabling the Executive Board to make future decisions within its mandate on necessary changes in UNIFEM strategies, programmes, structure, operational tools and/or financial systems.

F. Composition of the evaluation team

16. The evaluation team should be well acquainted with gender issues, including development economics and the economic and political empowerment of women. The team should be familiar with development agencies, including their managerial and financial aspects, and have knowledge of the United Nations system. The team will also need skills in evaluation methodology and organizational development. It would be strongly preferable for the evaluation team to be composed of members from donor and recipient countries. The gender composition of the team will be important.

G. Timetable

17. In order to ensure that UNIFEM is able to act on the critical recommendations emanating from the Fourth World Conference on Women, it is proposed that the external evaluation should commence as soon as possible and no later than 15 November 1995. By this date, it will be possible to complete preparatory work and establish the management process for the evaluation. Given the expected duration of the evaluation, it is anticipated that the final report of the external evaluation will be available by the end of February 1996.

18. Given the timing of the evaluation, the consultants will have access to all key documentation arising from the Fourth World Conference on Women so that these can be borne in mind throughout the evaluation, and especially when making recommendations for the future of UNIFEM.

19. The following implementation timetable is proposed:

New York:

Phase 1:	Briefing, review of documents	2 weeks
	interviews with key staff	1 week

Field:

Phase 2:	Interviews with beneficiaries and partners, and UNIFEM regional programme advisors	6 weeks

New York:

Phase 3:	Remainder of interviews with staff and finalization of report	2 weeks

95/33. Impact and coordination efforts following the series of hurricanes affecting the Caribbean

The Executive Board

1. Distressed by the destruction caused by hurricanes in the Caribbean region during the present hurricane season;

2. Conveys its sympathy and condolences to the Government and people of the affected countries for the loss of life and severe damage and expresses the hope for a speedy and successful reconstruction;

3. Acknowledges the fragile ecosystems of small island countries and their particular vulnerability to natural disasters, and underscores the need to continue United Nations Development Programme support to disaster response, management and early warning systems;

4. Acknowledges the coordinating role being played by the resident representatives in the region;

5. Requests the Administrator to continue to support the effective coordination of response measures and contribute to the mobilization of resources for the response effort as far as possible, bearing in mind the special situation of countries in the Caribbean.

15 September 1995

95/34. UNFPA: Technical support services arrangements

The Executive Board

1. Takes note of the report of the Executive Director as contained in document DP/1995/40;

2. Also takes note of the proposals contained therein and welcomes the plan of the Executive Director to strengthen the technical support services (TSS) arrangements, and in particular the country support teams;

3. Requests the Executive Director to enhance the contribution of the TSS arrangements towards national capacity-building;

4. Also notes with concern the heavy workloads of some staff of the country support teams, and requests the Executive Director to monitor carefully the adequacy of the arrangements proposed, especially in relation to Africa, and consider further the probable need to reassign TSS specialists posts to country support teams;

5. Stresses the need to ensure that the country support teams have staff with the skills and experience to contribute effectively to national efforts to attain those goals of the Programme of Action of the International

Conference on Population and Development, for which the United Nations Population Fund has responsibility, especially in relation to reproductive health;

6. Requests the Executive Director to report annually to the Executive Board, starting at the third regular session 1997, on the implementation and monitoring of the technical support services arrangements;

7. Further requests the Executive Director to include in its report to the Executive Board in 1997:

(a) Details of progress made in implementing the technical support services arrangements with regard to the proposed change of coordinator posts to specialists posts at the United Nations and its regional commissions and at World Health Organization regional offices, as contained in paragraph 60 of document DP/1995/40;

(b) An assessment of the appropriateness and effectiveness of the specialists posts, and details of measures taken to strengthen the teamwork between TSS specialists and country support teams and to strengthen the advocacy function of TSS specialists;

8. Authorizes the Executive Director to commit an amount of $107 million over the four-year period 1996-1999 to implement the TSS arrangements.

15 September 1995

95/35. UNFPA: Financial, budgetary and administrative matters

The Executive Board

1. Takes note of the biennial budget estimates for the administrative and programme support services for the biennium 1996-1997 (DP/1995/42), the 1994 annual financial review (DP/1995/41) and the report of the Advisory Committee on Administrative and Budgetary Questions (DP/1995/43), as well as of the comments made thereon by the Executive Board;

2. Notes that the Executive Director's proposals contained in document DP/1995/42 are supportive of the programme priorities and future directions of the United Nations Population Fund in light of the International Conference on Population and Development, as endorsed in decision 95/15, and with the work plan for 1996-1999 as approved in decision 95/16, while stressing the need to continue to ensure that priority is given to meeting the needs of Africa;

3. Takes note of the concerns expressed in paragraphs 4-6 of the report of the Advisory Committee on Administrative and Budgetary Questions with respect to the accuracy of the income projections and, in this connection, requests the Executive Director to keep them under continuous review;

4. Requests the Executive Director to continue to make further efforts to minimize administrative expenditure, particularly at headquarters, and:

(a) To report to the Board at its first regular session 1996 on possible measures to increase the total volume reduction in expenditure at headquarters and Geneva from 1.2 per cent to 2.0 per cent;

(b) To report to the Board on the steps taken to reduce administrative expenditure in the event that projected levels of income are not realized;

5. Stresses in this connection that, before presenting proposals for new posts in future biennia, the United Nations Population Fund should make every effort to adapt to changing circumstances by reallocating existing posts, bearing in mind the importance of priority countries;

6. Requests the Executive Director to ensure that clear information concerning the costs of the United Nations Population Fund staff of the regional country support teams is made available to the Board at the same time as the presentation of future administrative and programme support services budgets;

7. Requests further the Executive Director to report to the Board at its second regular session of 1996 on the effectiveness of its publications programme in accordance with paragraph 31 of the report of the Advisory Committee on Administrative and Budgetary Questions, taking into account the need for publications to be available in a range of languages;

8. Requests also the Executive Director to conduct an evaluation of training activities of the United Nations Population Fund and to report thereon to the Executive Board, through the Advisory Committee on Administrative and Budgetary Questions, no later than 1997;

9. Approves the appropriations in the amount of $137,346,000 gross to be allocated from the resources indicated below to finance the 1996-1997 biennial budget for administrative and programme support services, subject to the observations contained in paragraphs 3 and 4 above, and agrees that the overhead credits available to the Fund in the estimated amount of $9,000,000 and the miscellaneous income from trust funds for support services in the amount of $1,000,000 shall be used to offset the gross appropriations, resulting in net appropriations of $127,346,000 indicated below:

1996-1997 biennial budget

Programme	Appropriations
Executive direction and management	4,262,000
Administration and information and external relations services	36,287,000
Programme planning, appraisal and monitoring	29,382,400
Field programme support	67,414,600
Total gross appropriations	137,346,000
Less: Estimated credits and income	10,000,000
Total net appropriations	127,346,000

10. Authorizes the Executive Director to transfer credits between the programmes outlined in paragraph 9 above, within reasonable limits, with the concurrence of the Advisory Committee on Administrative and Budgetary Questions for the 1996-1997 biennium;

11. Approves:

(a) The reinstatement of the level of the post of Chief of the Division of Arab States and Europe to the D-2 level;

(b) The reclassification of the post of the Associate Planning Officer in the Programme and Coordination Division from the P-2 to the P-3 level;

(c) The establishment of new country offices in Albania, Romania and Uzbekistan;

(d) The creation of six Country Director posts, one each in Albania, Benin, El Salvador, Romania, South Africa and Uzbekistan;

(e) The establishment of two International Programme Officers at the P-4 level-one in Bolivia and one in Madagascar.

(f) The establishment of 74 new local posts at the country level (including 18 in new offices in Albania, Romania, South Africa and Uzbekistan), consisting of 17 National Programme Officer posts (9 in Africa; 3 in Arab States and Europe, including 1 in the West Bank and Gaza; 4 in Asia and the Pacific; and 1 in Latin America and the Caribbean), and 57 General Service posts (34 in Africa, 9 in Asia and the Pacific, 6 in Latin America and the Caribbean and 8 in Arab States and Europe) on the understanding that these posts will only be filled to the extent that income of the United Nations Population Fund is able to support them;

(g) The upgrading of six Country Director positions to the D-1 level subject to the following criteria:

(i) All D-1 level posts will be in countries which either have one of the 30 largest country programmes or in countries where exceptional circumstances justify a D-1 level appointment;

(ii) Account will be taken of the number of staff members in the office, the degree of national execution, the complexity of the population programme in specific countries and the need to be consistent with paragraphs 38 and 39 of General Assembly resolution 47/199 of 22 December 1992;

12. Decides that as a matter of policy the number of Country Directors at the D1 level shall not exceed in future, 25 per cent of the total number of Country Directors;

13. Endorses the opening of a country office in South Africa.

15 September 1995

95/36. UNFPA: Global contraceptive commodity programme

The Executive Board

1. Recalls paragraph 7.25 of the ICPD Programme of Action and the decision of the Executive Board 95/21 requesting a proposal for the continuation of the Global Initiative on Contraceptive Requirements and Logistics Management Needs;

2. Takes note of the report contained in document DP/1995/62, entitled "Global Initiative on Contraceptive Requirements and Logistics Management Needs in Developing Countries in the 1990s", as well as the comments of the delegations;

3. Emphasizes that contraceptive commodity procurement and logistics activities in the United Nations Population Fund should be undertaken as an integral component of the overall work of the Fund in strengthening reproductive health programmes, including family planning and sexual health, and that these activities should be monitored carefully to ensure that they adhere to technical standards of safety and quality;

4. Further notes that a strengthened role for the United Nations Population Fund in contraceptive commodity procurement and logistics in the short and medium-term should support the objective of building national self-reliance in the longer term, including financial and technical capacity for local production where feasible, and urges the Executive Director to take additional steps towards this objective in the context of United Nations Population Fund country programmes;

5. Agrees in principle, subject to paragraph 6, to the establishment of a global contraceptive commodity programme to be managed by the United Nations Population Fund, whose objectives would be to anticipate demands and facilitate a prompt response in order to avert critical disruptions to contraceptive supplies; to achieve economies of scale and lower costs to recipient countries for contraceptive supplies; to ensure the quality of contraceptives provided by the United Nations Population Fund; and to build national capacity to manage and finance contraceptive procurement and logistics on a self-reliant basis, so that this programme would no longer be needed;

6. Requests the Executive Director to submit to the Executive Board at its first regular session 1996 a comprehensive report on the envisaged global contraceptive commodity programme, including the objectives and scope, administrative and financial aspects, and the efforts made by the United Nations Population Fund to promote national capacity-building, drawing on the experience of other United Nations agencies, in particular, the United Nations Childrens Fund, the World Health Organization, and the Inter-Agency Procurement Service Office, in order to take a final decision on the matter.

15 September 1995

95/37 Overview of decisions adopted by the Executive Board at its third regular session 1995

The Executive Board

Recalls that during its third regular session 1995 it:

ITEM 1: ORGANIZATIONAL MATTERS

Approved the agenda and work plan for its third regular session 1995 with oral amendments (DP/1995/L.4);

Approved the report of the annual session 1995 (DP/1995/39);

Approved the following schedule of future sessions of the Executive Board subject to the approval of the Committee on Conferences:

First regular session 1996:	15-19 January 1996
Second regular session 1996:	25-29 March 1996
Annual session 1996:	6-17 or 13-24 May 1996*
Third regular session 1996:	9-13 September 1996

* Depending on whether the annual session is held in Geneva (6-17 May) or New York (13-24 May)

Agreed to the subjects to be discussed at the 1996 sessions as listed in the annex;

ITEM 2: UNDP: MATTERS RELATING TO THE PROGRAMMING CYCLE

Adopted decision 95/26 of 14 September 1995 on matters relating to the fifth programming cycle: calculation of independence bonus;

ITEM 3: UNDP: COUNTRY PROGRAMMES AND RELATED MATTERS

Endorsed the reorientation of the fifth country programme for Rwanda (DP/1995/57);

Endorsed the reorientation of the fifth country programme for Burundi (DP/1995/58);

Approved the first country programme for Azerbaijan (DP/CP/AZE/1);

Approved the first country programme for the Russian Federation (DP/CP/RUS/1);

Approved the fifth country programme for Haiti (DP/CP/HAI/5);

Took note of the report of the Administrator on Haiti's development needs and activities (DP/1995/48) and authorized the Administrator to release the remaining 50 per cent of the restored indicative planning figure for programming.

UNDP mid-term reviews

Adopted decision 95/25 of 13 September on intercountry programmes;

Took note of the overview report on mid-term reviews (DP/1995/47);

Took note of the mid-term review of the fifth cycle programme for global and interregional programmes (DP/1995/47/Add.1);

Took note of the mid-term review of the fourth regional programme for Africa (DP/1995/47/Add.2);

Took note of the mid-term review of the fifth regional programme for Asia and the Pacific (DP/1995/47/Add.3);

Took note of the note by the Administrator on the third regional programme for the Arab States (DP/1995/47/Add.4);

Took note of the mid-term review of the fourth regional programme for Latin-America and the Caribbean (DP/1995/47/Add.5);

Took note of the note by the Administrator on the third regional programme for Europe and the Commonwealth of Independent States (DP/1995/47/Add.6);

ITEM 4: UNDP: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Adopted decision 95/29 of 15 September 1995 on UNDP: Annual review of the financial situation 1994;

Adopted decision 95/30 of 15 September 1995 on harmonization of budget presentations;

Adopted decision 95/28 of 15 September 1995 on UNDP: Revised budget estimates for the 1994-1995 biennium and budget estimates for the 1996-1997 biennium;

Adopted decision 95/27 of 14 September 1995 on procurement from developing countries;

Took note of the report of the Advisory Committee for Administrative and Budgetary Questions on the revised budget estimates for the 1994-1995 biennium and budget estimates for the 1996-1997 biennium (DP/1995/52);

Took note of UNDP audit reports: Summary of significant observations of the external auditors of the executing agencies on their 1993 accounts relating to funds allocated to them by UNDP and audited accounts of the executing agencies as at 31 December 1993 (DP/1995/53 and Add.1);

ITEM 5: UNDP: AGENCY SUPPORT COSTS

Decided to postpone consideration of agenda item 5: UNDP: Agency support costs (DP/1995/49) to the first regular session 1996 of the Executive Board;

ITEM 6: UNOPS: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Adopted decision 95/31 of 15 September 1995 on United Nations Office for Project Services revised budget estimates for the biennium 1994-1995 and budget estimates for the biennium 1996-1997;

Took note of the report of the Advisory Committee for Administrative and Budgetary Questions on budget estimates for the 1994-1995 biennium (DP/1995/45);

ITEM 7: UNITED NATIONS DEVELOPMENT FUND FOR WOMEN

Adopted decision 95/32 of 15 September 1995 on matters relating to the accountability and responsibility and external evaluation of the United Nations Development Fund for Women;

ITEM 8: UNFPA: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Took note of the annual financial review, 1994 (DP/1995/41);

Adopted decision 95/35 of 15 September 1995 on financial, budgetary and administrative matters;

ITEM 9: UNFPA: REPORT ON THE IMPLEMENTATION OF UNFPA SUCCESSOR SUPPORT COST ARRANGEMENTS

Adopted decision 95/34 of 15 September 1995 on UNFPA: Technical support services arrangements;

ITEM 10: UNFPA: GLOBAL INITIATIVE ON CONTRACEPTIVE REQUIREMENTS

Adopted decision 95/36 of 15 September 1995 on UNFPA: Global contraceptive commodity programme;

ITEM 11: INTERCOUNTRY AND COUNTRY PROGRAMMES

Approved the UNFPA intercountry programme for 1996-1999 (DP/1995/44), including the resource distribution as proposed in paragraph 118 of the document, and took note of the report of the Executive Director on the review of the UNFPA intercountry programme 1992-1995 (DP/1995/44/Add.1);

Approved the UNFPA country programme for Costa Rica (DP/FPA/CP/149);

Took note of the report of the Deputy Executive Director on the extension of UNFPA country programmes;

ITEM 12: UNDP/UNFPA: FIELD VISITS 1995

Took note of the reports of the field visits undertaken in 1995:

Report on field visit to Colombia and Nicaragua (DP/1995/CRP.10);

Report on field visit to Turkey (DP/1995/CRP.11);

Report on field visit to Niger and Ghana (DP/1995/CRP.12);

ITEM 13: JOINT AND CO-SPONSORED UNITED NATIONS PROGRAMME ON HIV/AIDS

Decided to postpone consideration of agenda item 13: Joint and Co-sponsored United Nations Programme on HIV/AIDS, and requested that a written report on the progress made in the establishment of the Joint and Co-sponsored United Nations programmes on HIV/AIDS (UNAIDS) and the role of UNDP in the United Nations systems response to the HIV/AIDS epidemic, be presented for consideration at the first regular session 1996 of the Executive Board;

ITEM 14: OTHER MATTERS

Adopted decision 95/33 of 15 September 1995 on impact and coordination efforts following the series of hurricanes affecting the Caribbean;

Took note of the report of the Administrator on United Nations system regular and extrabudgetary technical cooperation expenditures (DP/1995/56, Add.1 and Add.1/Corr.1);

15 September 1995

Annex

ALLOCATION OF SUBJECTS FOR FUTURE SESSIONS

The following subjects are scheduled to be considered at future sessions:

First regular session (15-19 January 1996)

Item 1. Organizational matters (including election of Bureau and rules of procedure)

UNDP segment

Item 2. Initiatives for change: follow-up to decision 95/22

Item 3. Matters relating to the programming cycles

Item 4. Country programmes and related matters

Item 5. Report on the activities of the Inter-Agency Procurement Services Office

Item 6. United Nations technical cooperation activities

Item 7. United Nations Development Fund for Women

Item 8. Agency support costs

UNDP/UNFPA joint segment

Item 9. Follow-up to and preparations for the Economic and Social Council

Item 10. UNDP/UNFPA Joint and Co-sponsored Programme on HIV/AIDS

UNFPA segment

Item 11. Strategy for allocation of UNFPA resources

Item 12. Future role of the UNFPA in assessing and meeting contraceptive requirements and logistics management needs

Item 13. Global contraceptive commodity programme

Item 14. Possible membership of the UNDP/UNFPA Executive Board in the UNICEF/WHO Joint Committee on Health Policy

Item 15. Country programmes and related matters

Item 16. Financial, budgetary and administrative matters: Follow-up to Executive Board decision 95/35

Item 17. Other matters

Second regular session (25-29 March 1996)

- Organizational matters

UNFPA segment

- Country programmes and related matters

- Financial, budgetary and administrative matter: Follow-up to Executive Board decision 95/35

UNFPA/UNDP segment

- Harmonization of presentation of budget and accounts

UNDP segment

- Country programmes and related matters

- Financial, budgetary and administrative matters: Follow-up to Executive Board decision 95/28

- Evaluation

- United Nations Volunteers

- United Nations Development Fund for Women: Follow-up to Executive Board decisions 95/18 and 95/32

- Assistance to the Palestinian people

- UNOPS: Follow-up to Executive Board decision 95/31

- Organizational matters

UNDP segment

- Annual report of the Administrator and related matters
- Initiatives for change: Follow-up to decision 95/22
- Matters relating to the programming cycles:
  - Implementation of the new programming arrangements: interim report
- United Nations Development Fund for Women
- United Nations Office for Project Services

UNDP/UNFPA segment

- Reports to the Economic and Social Council
- Harmonization of presentation of budget and accounts

UNFPA segment

- Report of the Executive Director and programme-level activities
- Country programmes and related matters

- Organizational matters

UNFPA segment

- Financial, budgetary and administrative matters

- Technical support services arrangements

- Country programmes and related matters

UNFPA/UNDP segment

- Harmonization of presentation of budgets and accounts

- Reports on field visits

UNDP segment

- Matters relating to programming cycles: Follow-up to Executive Board decisions 95/23 and 95/26

- Country programmes and related matters

- Agency support costs

- Financial, budgetary and administrative matters

- United Nations Development Fund for Women

- Report on the activities of the Inter-Agency Procurement Services Office

Annex II

MEMBERSHIP OF THE EXECUTIVE BOARD IN 1995

(Term expires on the last day of the year indicated)

African States: Burundi (1997); Ethiopia (1997); Gambia (1997); Morocco (1996); Sierra Leone (1996); Sudan (1995); Zaire (1997); Zambia (1997).

Asian and Pacific States: Bangladesh (1996); China (1997); India (1995); Indonesia (1997); Pakistan (1996); Philippines (1997); Republic of Korea (1995).

Latin American and Caribbean States: Argentina (1995); Cuba (1997); Peru (1996); Trinidad and Tobago (1996); Uruguay (1995).

Eastern European States: Bulgaria (1995); Poland (1996); Russian Federation (1995); Slovak Republic (1997);

Western European and other States: Belgium (1996); Denmark (1996); France (1995); Germany (1997); Italy (1995); Japan (1997); New Zealand (1995); Norway (1995); Portugal (1996); Sweden (1997); United Kingdom (1995); United States (1997).

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